

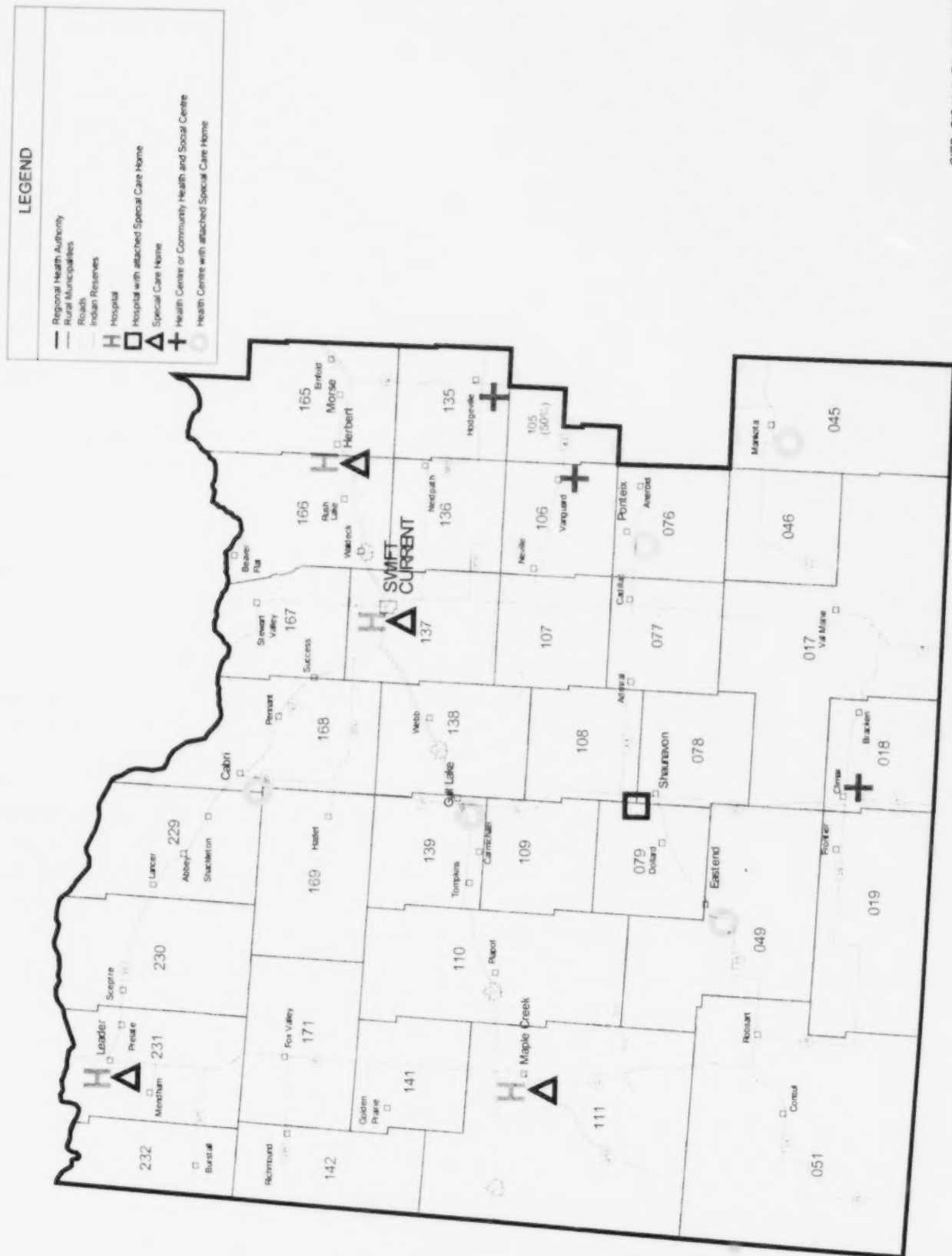


# **Annual Report For the Year Ending March 31, 2004**

*Together – Your Health, Our Future*

# Cypress Regional Health Authority

(2002 Population 45,287)



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The Cypress Health Region's Annual Report for the Year Ending March 31, 2004  
 can also be accessed on the health region's website:  
[www.cypressrha.ca](http://www.cypressrha.ca)



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## **TRANSMITTAL LETTER**

June 2004

The Honourable John T. Nilson, Q.C.  
Minister of Health  
Province of Saskatchewan  
Room 361, Legislative Building  
REGINA, Sask.  
S4S 0B3

Dear Minister Nilson:

It is my pleasure, on behalf of the Cypress Regional Health Authority, to provide you and the residents of the health region with its 2003-04 Annual Report.

This report provides the audited financial statements of the region for the fiscal year ended March 31, 2004 as well as outlining the Region's activities and accomplishments for that period.

*Together – Your Health, Our Future*

Respectfully submitted,

Dennis Lafreniere  
Chairperson  
Cypress Regional Health Authority

## **GREETINGS FROM THE CHAIRPERSON AND CHIEF EXECUTIVE OFFICER**

On behalf of the Cypress Regional Health Authority, we are pleased to present our Annual Report for the fiscal year 2003-04. This report provides the Minister of Health and the residents of our health region with an overview of the activities, performance and achievements during the past year.

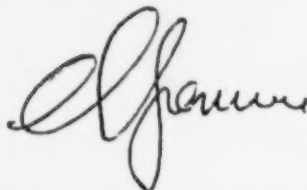
The year 2003-04 was a year of success for the Cypress Health Region. It was rewarding to witness the progress on the functional program planning for the new Regional Hospital and the spirit of southwestern Saskatchewan's communities as they worked together towards the local fundraising requirements of the capital project. We were pleased to see the introduction of new Telehealth technology to our health region and the progress towards the implementation of a primary health care network.

We are very thankful for the accomplishments and efforts of our employees, medical staff, managers, and volunteers as they continue to provide quality health care services in a variety of facility-based and community-based environments. Among other notable moments, it was exciting to see the Renal Dialysis Unit staff receive a Kidney Foundation of Canada award for excellence in providing quality patient care.

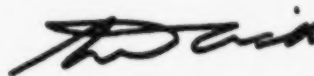
As we look ahead to the 2004-05 fiscal year, we eagerly anticipate the start of construction on southwestern Saskatchewan's new Regional Hospital. With the provincial *Action Plan's* emphasis on primary health care, we anxiously foresee the establishment of additional primary care sites within the Cypress Health Region. We look ahead to the health region's first-ever accreditation survey that will provide the opportunity to confirm and enhance the high level of quality health services and programs that we offer.

As is the case with other provincial and national health authorities, our health region will continue to face future challenges in the recruitment and retention of health care professionals and physicians. However, we are extremely proud of some major initiatives that were witnessed during 2003-04 in the recruitment and retention of Saskatchewan Health-classified "hard to recruit" positions (such as registered nurses, public health inspectors, pharmacists, occupational therapists), specialist physicians, and general practitioners.

The involvement of, and input from, our community partners and stakeholders is essential to the future direction of our health region. We are confident that with mutual understanding and cooperation, we will be able to provide quality accessible health services that will be sustainable into the future to meet the needs of the residents of southwest Saskatchewan.



Dennis Lafreniere  
Chairperson, Cypress Regional Health Authority



Andrew Will  
Chief Executive Officer

## **WHO WE ARE**

### **Strategic Framework – Vision, Values, Goals and Objectives**

The Cypress Health Region is supportive of the provincial government's *Action Plan for Saskatchewan Health Care* strategic direction. With this in mind, the Regional Health Authority developed a series of strategic statements that reflect the *Action Plan*'s provincial approach to continuous improvement and our commitment to health care quality for the people of southwest Saskatchewan.

The health region's strategic statements align with the province's strategic statements and are directed towards the provincial vision of "building a province of healthy people and healthy communities."

The health region is committed to quality, accountability and continuous improvement in the delivery of publicly funded health care.

- ❑ **OUR VISION ...** *Together – Your Health, Our Future*
- ❑ **OUR VALUES ...**
  - Quality Compassionate Care
  - Integrity and Accountability
  - Innovation and Learning
  - Shared Responsibility for Improving Health
  - Respect for Diversity
- ❑ **OUR GOALS AND OBJECTIVES**
  - **Goal #1 – Improved access to quality health services.**
    - ⇒ Objective 1 – Responsive, coordinated primary health care
    - ⇒ Objective 2 – Reduce waiting times for surgical procedures
    - ⇒ Objective 3 – Improve emergency medical care
    - ⇒ Objective 4 – Improved hospital, specialized services, and long term care
  - **Goal #2 – Effective health promotion and disease prevention.**
    - ⇒ Objective 1 – Better promotion of health and disease prevention
    - ⇒ Objective 2 – Improve the health of populations at risk
  - **Goal #3 – Retain, recruit, and train health providers.**
    - ⇒ Objective 1 – Improve utilization and availability of health human resources
    - ⇒ Objective 2 – Develop representative workplaces
    - ⇒ Objective 3 – Create healthier, more effective work places
  - **Goal #4 – A sustainable, efficient, accountable, and quality health system.**
    - ⇒ Objective 1 – Ensure quality, effective health care
    - ⇒ Objective 2 – Appropriate governance, accountability, and management for the health sector
    - ⇒ Objective 3 – Sustain publicly funded and publicly administered Medicare

## Governance and Organization

### Cypress Regional Health Authority

The Regional Health Authority #3 was established on August 1, 2002 with the proclamation of *The Regional Health Services Act*. The Authority assumed the operations of the former Rolling Hills, Southwest, and Swift Current Health Districts as of this date.

The geographic boundaries pertaining to Regional Health Authority #3 was named the *Cypress Health Region* and the governing body assumed the name of the *Cypress Regional Health Authority*.

As per *The Regional Health Services Act*, there are to be twelve members serving on the *Cypress Regional Health Authority*. These individuals are to be appointed by the Minister of Health. As of March 31, 2004, eleven individuals comprised the *Cypress Regional Health Authority* with one vacant position. These included the following:

|                                  |               |
|----------------------------------|---------------|
| Dennis Lafreniere, Chairperson   | Swift Current |
| Alan MacArthur, Vice-Chairperson | Herbert       |
| Bruce Deg                        | Vanguard      |
| Lois Donnelly                    | Swift Current |
| Barry Elderkin                   | Maple Creek   |
| Shirley Etter                    | Leader        |
| Betty Goddard                    | Cabri         |
| Ron Heeg                         | Swift Current |
| Ron Johnson                      | Climax        |
| Alma Thibault                    | Ponteix       |
| Brian Whiteside                  | Swift Current |

#### NOTES:

1. Jim Benison served as the Cypress Regional Health Authority's Vice-Chairperson until his resignation in October 2003.
2. Dean Smith resigned from the Authority in July 2003. Brian Whiteside was appointed as the newest Authority member in March 2004.



**CYPRESS REGIONAL HEALTH AUTHORITY (March 2004)**

*Back row, from left to right:* Barry Elderkin, Ron Johnson, Alan MacArthur (Vice-Chairperson), Andrew Will (Chief Executive Officer), Dennis Lafreniere (Chairperson), Bruce Deg, Brian Whiteside, Ron Heeg

*Front row, from left to right:* Lois Donnelly, Alma Thibault, Betty Goddard, Shirley Etter, Kim Kruse (Director of Executive and Board Support)

The roles and responsibilities of the Cypress Regional Health Authority are defined in *The Regional Health Services Act*. The RHA guides the overall strategic direction of the health region. Specifically, the RHA is responsible for:

- strategic planning;
- fiscal management and reporting,
- building and maintaining key relationships with stakeholders;
- quality management initiatives;
- monitoring, evaluation and reporting;
- monitor the management and performance of the Authority and Chief Executive Officer.

The operation of the Cypress Regional Health Authority is supported by the existence of three committees, whose membership is comprised of Authority members and Senior Management Team representatives. These committees specifically deal with matters of interest as they pertain to their strategic responsibilities. The committees include the following:

- *Executive Committee* –health authority policy, strategic accountability, performance monitoring, and meeting structure;
- *Resource and Accountability Committee* – finance, audit, accreditation, human resources, capital, and facilities;
- *Services and Partnerships Committee* – quality care initiatives and monitoring, client safety, community advisory networks, public relations, and medical affairs.

Public accountability and accessibility are key values that the Authority believes in. With public transparency in mind, the Authority utilizes a variety of measures to ensure that the health region's residents have access to information of the Authority:

- Monthly Regional Health Authority meetings are open to the public to attend and observe. The meetings are extensively advertised in the region's newspapers.
- Monthly meetings rotate through the health region's communities. Local municipal leaders are invited to the meeting and to join the Authority for discussion during the day.
- Monthly meeting highlights are distributed to all of the media contacts throughout the health region. The Chief Executive Officer welcomes the opportunity to address issues identified in the monthly meetings with the media.
- Relationship has been established with media contacts to ensure the distribution of public information regarding issues pertaining to the health region.
- Chairperson, Chief Executive Officer, and other representatives of the health region are available for presentations to municipal councils, community service groups, community trust committees, and the general public.
- Development and availability of the *Annual Report* document.
- Initial website design completed.

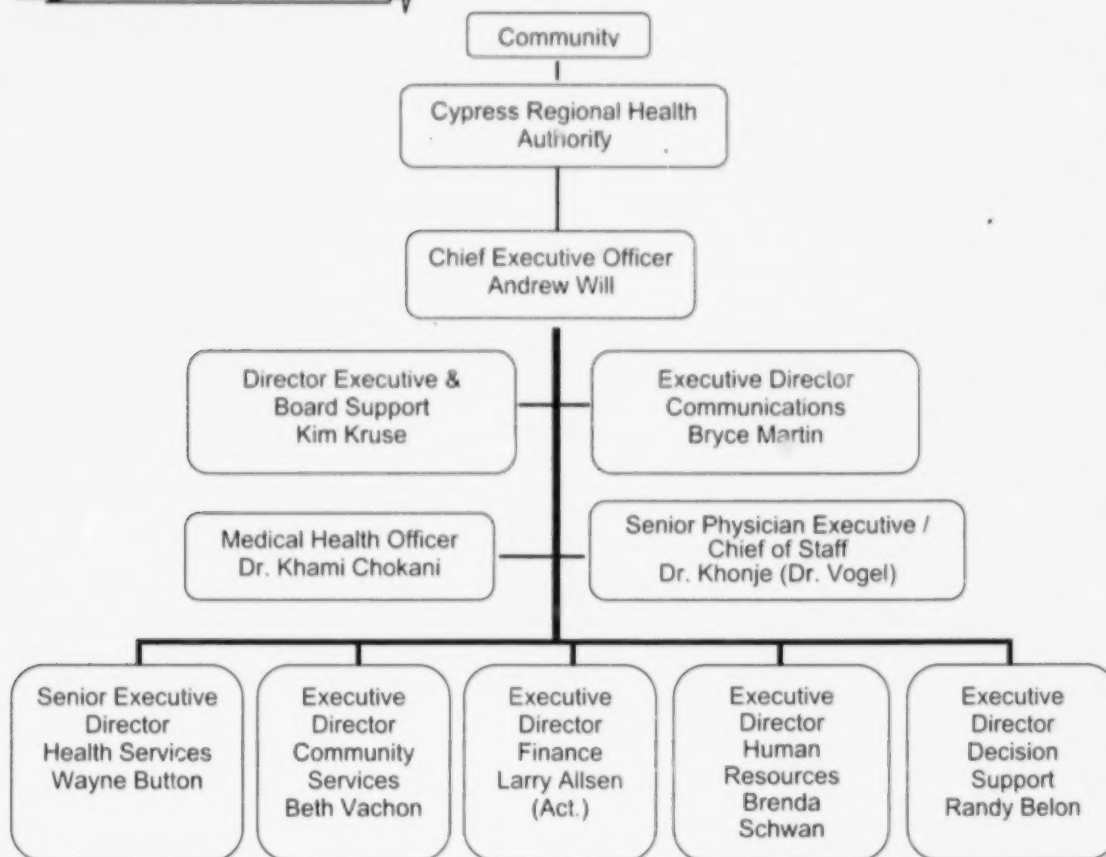
*The Regional Health Services Act* requires each Authority to create a formalized Community Advisory Network process, whose responsibility is to "provide the regional health authority with advice respecting the provision of health services in the health region."

The Cypress Regional Health Authority developed Terms of Reference for the Advisory Networks that included the creation of 5 geographical-based advisory committees. Two separate public advertising campaigns requested interest in serving as committee members, with each campaign resulting in minimal response. The Authority re-evaluated the process and determined that the advisory networks should also utilize the existing intersectoral relationships in place (consultations with rural and urban municipal councils, Regional Intersectoral Committees, discussions with South West Municipal Government Forum, Chambers of Commerce, partnerships with Traumatic Events Response Team members, education and other community stakeholder groups, previous health district-related advisory committees). The creation of primary health care planning teams will also be included within the revised advisory network strategy.

As of March 31, 2004, the revised proposal that will formally address the requirements of the Act has not been completed for the Authority's review. Currently, the Authority receives a summary report of community consultations at the monthly Authority meetings.

The administrative structure of the Cypress Health Region is outlined in the accompanying organizational chart. The Authority has hired a Chief Executive Officer, who is responsible for the general operations and day-to-day administrative organization of the health region. In turn, the Chief Executive Officer has established a Senior Management Team consisting of the following positions:

- Senior Executive Director of Health Services
- Executive Director of Community Services
- Executive Director of Finance
- Executive Director of Human Resources
- Executive Director of Decision Support
- Executive Director of Communications
- Director of Executive and Board Support



### **Contracted Organizations and Agencies**

The Cypress Health Region maintains a contractual relationship with independent facilities and organizations that deliver health services to specific clients or residents. An "affiliate", as defined by *The Regional Health Services Act*, is an operator (other than the health region) of a hospital or a not-for-profit special care home. A "health care organization" is an affiliate or a prescribed organization that receives funding from a RHA to provide health services.

These relationships include:

- *Herbert Nursing Home* – affiliate organization; provides long term care services in the community of Herbert.
- *Foyer St. Joseph* – affiliate organization; provides long term care services in the community of Ponteix.
- *Private Ambulance Service Operators* – located in the communities of Frontier, Gull Lake, Swift Current, Wald and Val Marie.
- *McKerracher Support Services Inc.* – provider of independent living services for individuals suffering from a long term mental illness.
- *Canadian Mental Health Association* – provider of day programming for individuals suffering from long term psychiatric disorders.
- *Dr. Noble Irwin Regional Healthcare Foundation* – arm's length fundraising non-profit organization, who participates in fundraising campaigns targeting health region-wide capital equipment and furnishings, employee education and skills enrichment opportunities, and community development.

The contractual relationships with organizations allow for the provision of services that reflect the health region's goals and objectives. The contracts direct the expectations and responsibilities of both parties, as well as indicate the reporting mechanisms and processes for communicating operational results and performance to the Authority.

## **REGIONAL ENVIRONMENTAL SCAN**

The Cypress Regional Health Authority provides health services to the residents of 80 rural and urban municipalities in the southwestern corner of Saskatchewan. Incorporated within the health region's boundaries are one First Nations community and 18 Hutterite communities.

The 2003 Covered Population statistics displayed that 44,158 individuals lived within the health region's geographic boundaries. Posing similar challenges for residents and health care staff include the vast geographical distances between communities, communities in isolation, and large geographical points of interest (ex. Great Sand Hills, Cypress Hills Inter-Provincial Park) that create hurdles for travel.

Approximately 1,675 staff members provide a wide continuum of community-based and facility-based services and programs. A variety of acute, long term care, and program (i.e. observation, respite, palliative, convalescent) services are provided within the health region's 20 facilities. Community services and home care programming are offered throughout the health region.

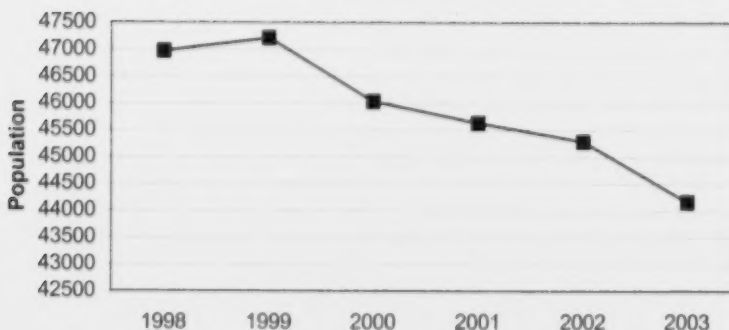
Key industries within the health region include agriculture (farming and livestock), oil and gas, tourism, and health.

As of March 31, 2004, the Medical Health Officer is compiling a "Health Status Report". This report will include information on a variety of statistical indicators that will provide further direction on the factors that affect the health of Cypress residents.

### **The Population of the Cypress Health Region**

The trend of a slow decline in population, which is so prevalent in rural and remote areas of Saskatchewan, is also demonstrated in the Cypress Health Region. An extremely dispersed population also characterizes the Region with some local residents having to travel considerable distances to receive care.

**Cypress Health Region  
Covered Population 1998-2003**



Vast distances, a sparse population and the limited number of health professionals willing to practice in remote locations all combine to produce challenges for efficient care delivery in southwest Saskatchewan. However, as the following indicators demonstrate, the overall health status of residents of the Cypress Health Region remains extremely good.

## Economic Trends

Statistics Canada (Community Profile Data, 2001) demonstrates that residents of the Cypress Health Region have lower levels of income than residents of Saskatchewan generally.

- Total average earnings of all persons with earnings (male and female) were \$22,891 for health region residents, while they were \$25,691 for Saskatchewan residents as a whole.
- Average earnings for those employed full time for the full year were \$29,906 for Cypress residents, while they climbed to \$35,252 for all Saskatchewan residents.
- Median family incomes (all census families) was \$47,282 for Cypress residents, and only slightly higher for all Saskatchewan residents at \$49,264.
- Median family income for couple families was \$50,035 for Cypress residents and \$54,341 for all Saskatchewan families.
  - Interestingly, this trend is reversed when analyzing median family income for lone-parent families. Cypress residents have slightly higher incomes in this category (\$28,799) than do residents of Saskatchewan as a whole (\$24,787).
- Regarding the sources/composition of total incomes, Cypress residents have a very slightly lower rate of wage earnings as their source of income (71.2%) than Saskatchewan residents as a whole (73.6%).
- A slightly higher rate of Cypress residents (16.0%) rely on government transfers as their source of income than Saskatchewan residents as a whole (14.7%). Twelve point eight percent (12.8%) of Cypress residents state 'other money' as their primary source of income compared with 11.7% of Saskatchewan residents as a whole.

## Emerging Health Issues

Emerging health threats can happen at any location within the health region, province, nationally, or internationally. In conjunction with Saskatchewan Health and Health Canada, the Cypress Health Region keeps abreast of issues and deals with them accordingly on a priority basis.

The general public and health care staff must be kept informed of potential issues as they arise. Health, human and financial resources are required to meet such challenges.

During the spring of 2003, a worldwide alert to Sudden Acute Respiratory Syndrome (SARS) created the need for all health agencies to prepare for such an outbreak in our domain. The Cypress Health Region's staff prepared a strategy for our facility staff to follow, as well as stockpiled supplies in the event of an outbreak.

The high incidence of West Nile Virus within the country and the province created the need for a multi-sector strategy to deal with the prevention, detection, and treatment of individuals infected with the virus. Due to the high numbers of West Nile presence within the health region, we worked in close collaboration with the Provincial Medical Health Officer and Health Canada during the West Nile season.

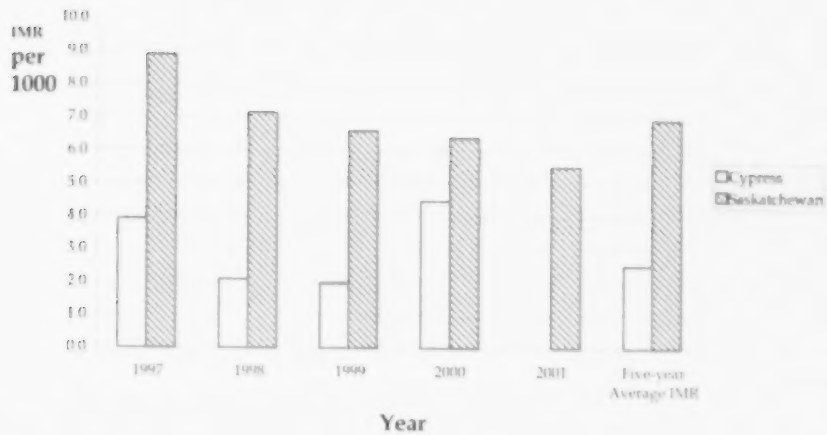
## The Health Status of Cypress Health Region Residents

According to global health indicators, which measure the health status of an entire population, the Cypress Health Region is home to some of the healthiest people in Saskatchewan. Residents of the Cypress Health Region have the lowest infant mortality rate in the province, as well as the longest life expectancy at birth and the greatest disability free life expectancy and both birth and at age sixty-five.

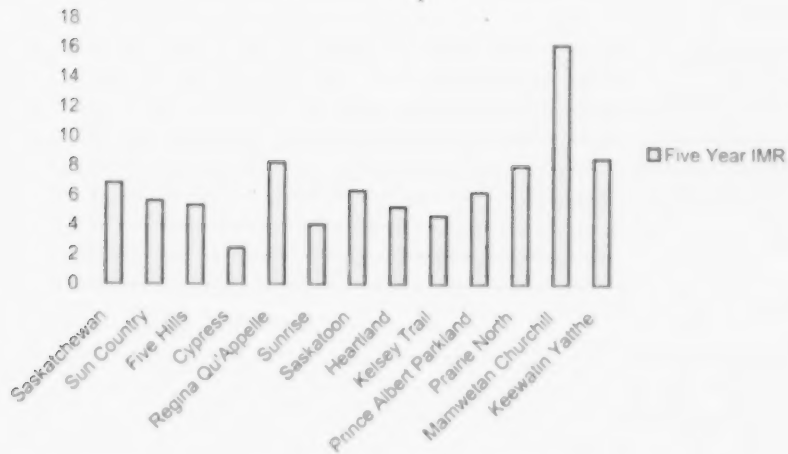
### Infant Mortality

The Cypress Health Region has the lowest Infant Mortality Rate (IMR) of any health region in Saskatchewan and this is reflective of a positive global health status for the region. As well, the infant mortality rate in the Cypress Health Region is substantially lower than the provincial average. When calculated over a five-year average, the Cypress Health Region still falls well below the provincial average as well as below the Infant Mortality Rates of other health regions in the province.

### Infant Mortality Rates in Cypress Health Region & Sask. 1997-2001



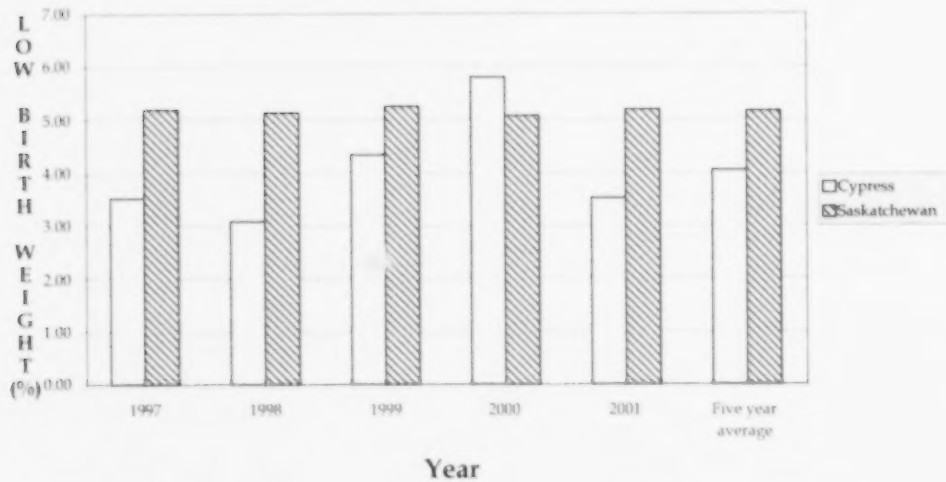
### 5 Year IMR - All SK Health Regions and SK



### At-Risk Birth Weight

"At-risk" birth weight includes low birth weights greater than 500g and less than 2,500g, as well as high birth weights heavier than 4,000g. Data for heavier weights are not currently available and therefore, the information presented here deals only with low weight births. The Cypress Health Region has the third lowest rate of low birth weights in the province, and is well below the average provincial rate for low weight births.

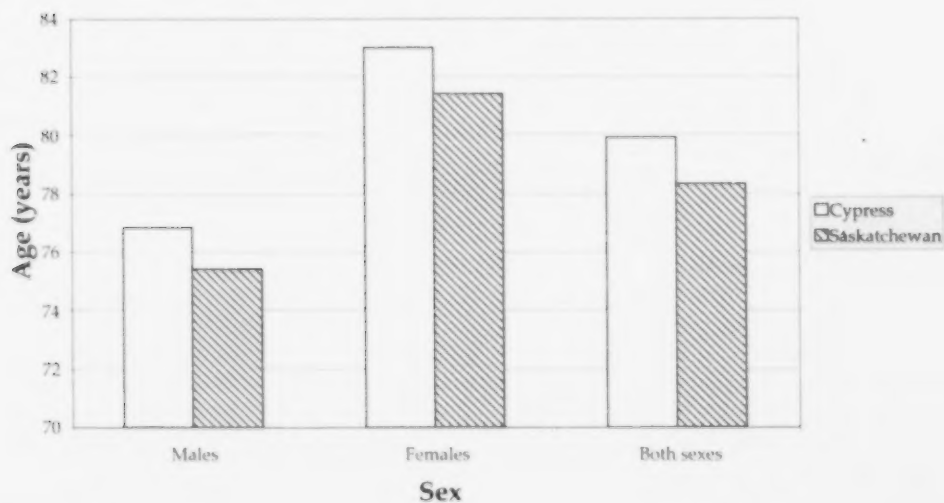
### Low Birth Weight (%) in Cypress Regional Health Authority, 1997-2001



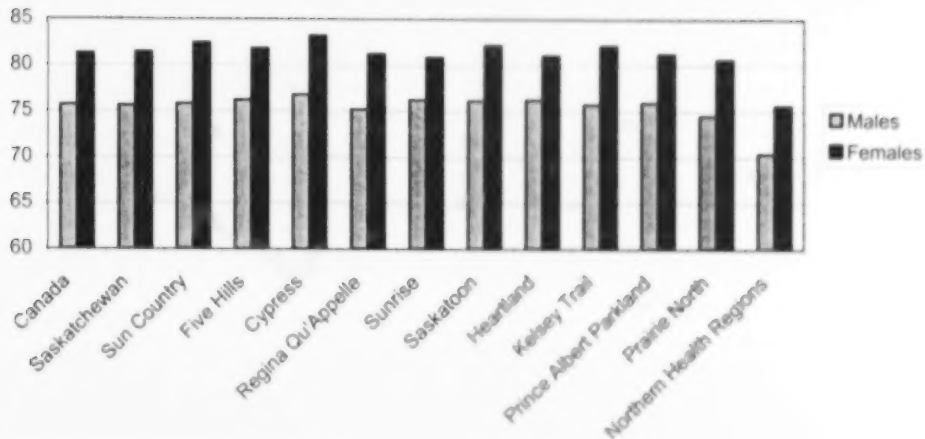
### Life Expectancy

The Cypress Health Region boasts the longest life expectancy at birth of any health region in the province and is above the provincial average. As well, life expectancy at age 65 in the Cypress Health Region is the fourth highest in the province for males and the third highest in the province for females and remains above the provincial average.

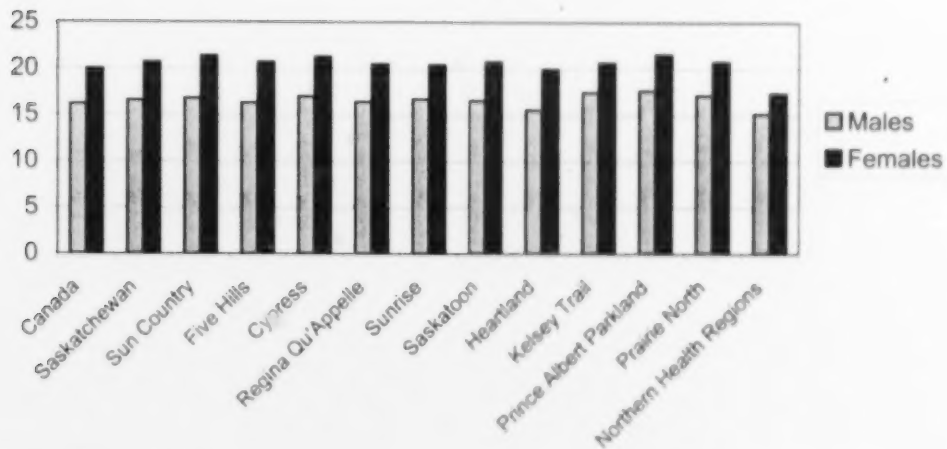
### Life expectancy at birth, Cypress Health Region



Life Expectancy at Birth in Years



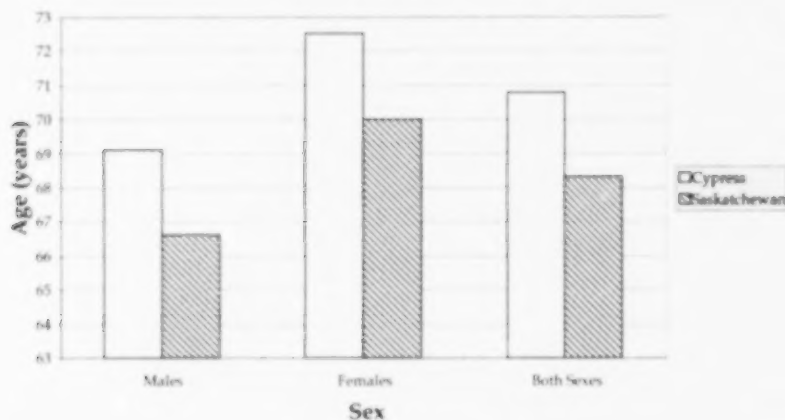
Life Expectancy at Age 65 In Years



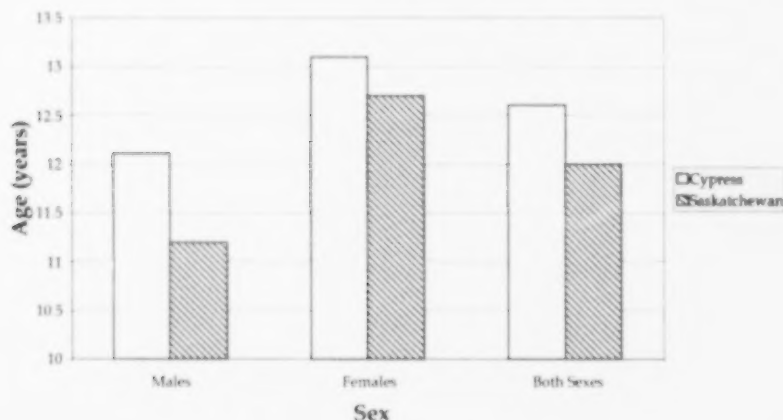
### Disability Free Life Expectancy

Disability free life expectancy measures the amount of time from a certain age that one will live without disability. It is generally calculated from birth, and from age 65. Again, residents of the Cypress Health Region are doing extremely well based on this indicator, as the Cypress Health Region has the longest disability free life expectancy at birth as well as at age 65.

### Disability-free life expectancy at birth, Cypress Health Region, by sex



### Disability-free life expectancy at age 65, Cypress Health Region, by sex



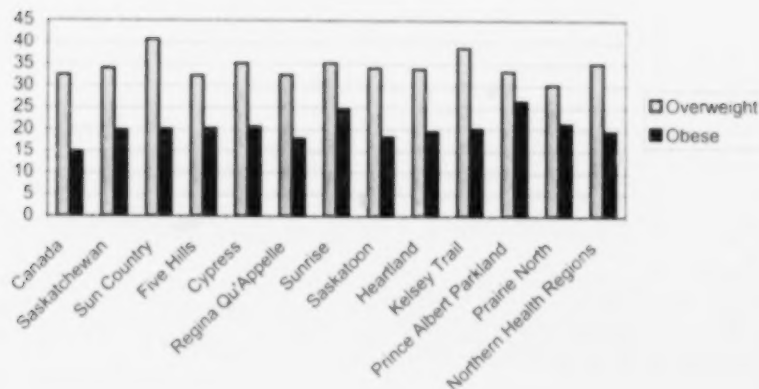
### Body Mass Index: Overweight and Obesity Rates

Adult obesity rates are defined based on being classified as having a body mass index (BMI) (International standard and current Canadian standard) of 25.0-29.9 (overweight) or 30.0 or higher (obese).

BMI is based on self-reported height and weight, and calculated for persons 20 to 64 years old, excluding pregnant women. BMI is calculated as weight (in kilograms) divided by height (in metres) squared.

The Cypress Health Region has a greater percentage of its population as overweight or obese than either the provincial or Canadian average. When compared to other provincial RHAs, it is neither the best nor the worst.

% of Pop. Overweight or Obese by RHA

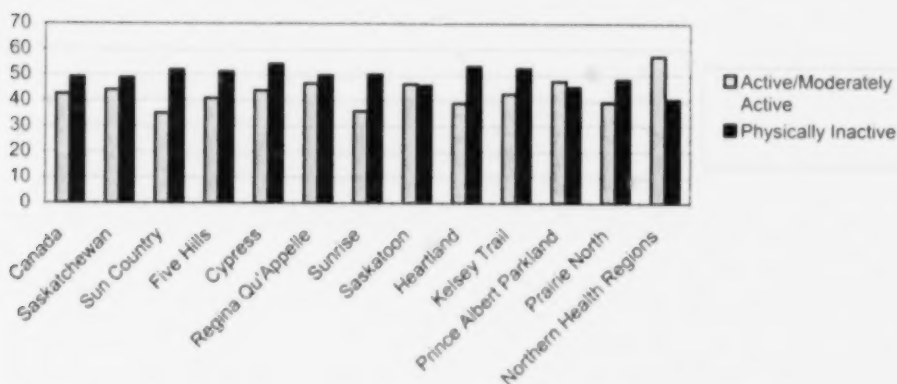


### Participation in Physical Activity

This indicator is based on data derived from: a) the proportion of the population aged 12 and over who report a physical activity index of "active", and b) the proportion of the population aged 12 and over that report a physical activity index of "inactive".

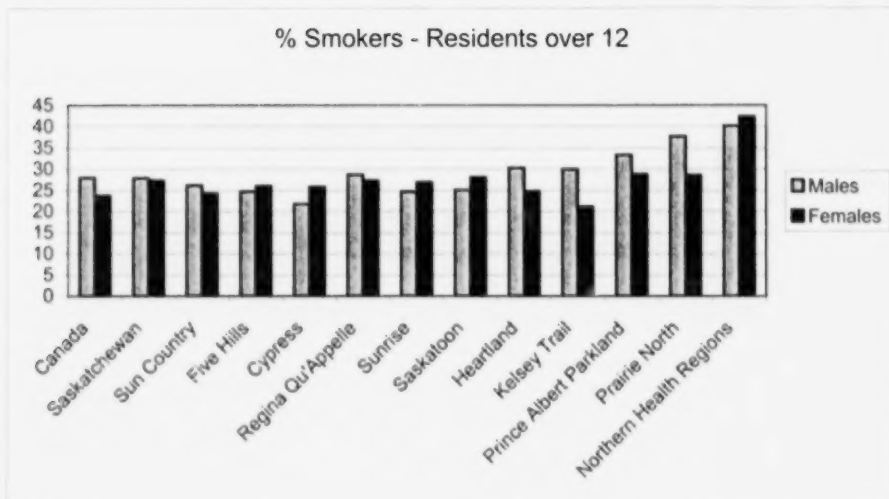
Though residents of the Cypress Health Region have a slightly larger percentage of active or moderately active people than the Canadian average, it is below the provincial average. A more disturbing trend however, is that the residents of the Cypress Health Region report the highest percentage of inactive people of all RHAs, and the overall percentage of inactive people is higher than the Canadian or the provincial average.

Physical Activity in Cypress Health Region - % Reporting Levels of Activity



### Smoking Rates by Age and Sex

This indicator measures the population (by age group and gender) who report they are (a) current smokers and/or (b) daily smokers. Though the Cypress Health Region has a smaller proportion of males over the age of twelve who smoke than either the provincial or national average, the percentage of females over the age of 12 who smoke is greater than national average, but below the provincial average.

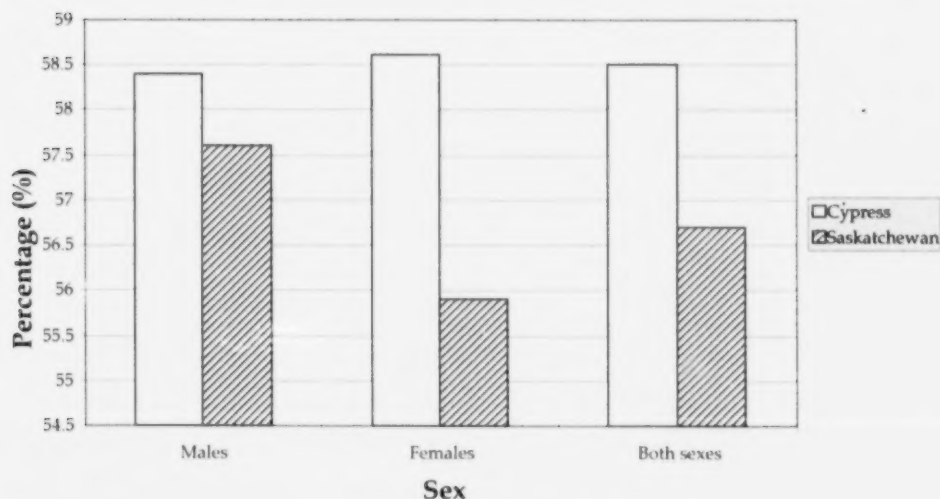


#### Self-reported Health Status

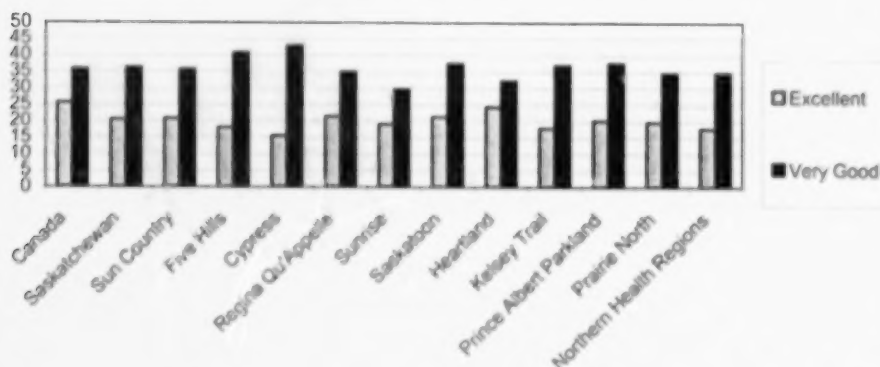
Self-reported health status is the percentage of the population aged 12 and over who rate their health status as "very good" or "excellent". Responses are based on answers to the question, "In general, would you say your health is (excellent/ very good/ good/ fair / poor)".

Overall, more females report their health status as "very good" or "excellent" when compared to males. Though the Cypress Health Region has the lowest percentage of residents who report their health as "excellent", it has the highest percentage of those who report their health as "very good", and this figure is well above both the provincial and Canadian averages.

#### **Self Reported Health Status, Cypress RHA, by sex**



Self Reported Health Status - % Reporting Excellent or Very Good



### Diabetes Rates

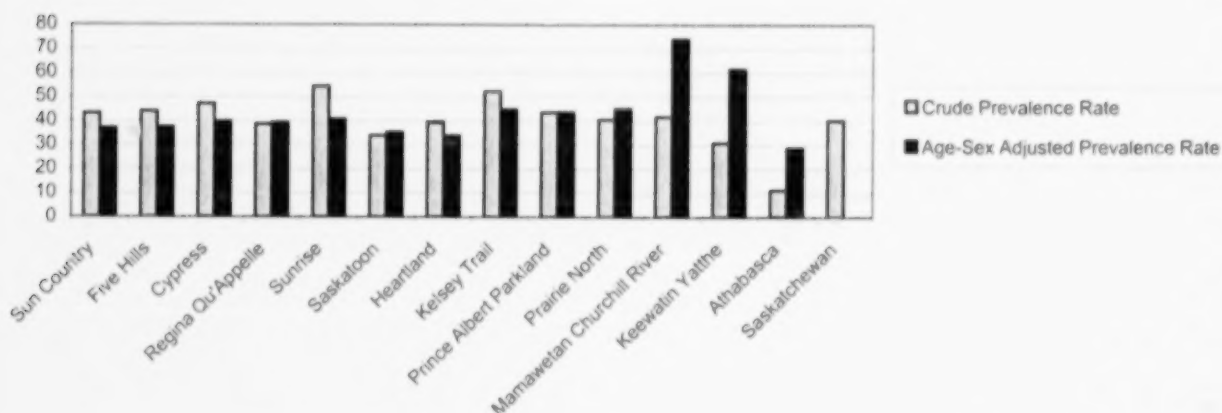
This indicator measures a) Proportion of the entire population that meets the National Diabetes Surveillance System (NDSS) case-definition for diabetes in a fiscal year, or the b) proportion of the entire population living with diabetes in a fiscal year as defined by the NDSS.

The data included here are based on Saskatchewan's health administrative databases.

Therefore, diabetic people who had no hospitalizations for diabetes and less than two physician visits for diabetes within a two year period during 1995/96 –2000/2001 were not included in this analysis. Given the relatively long subject inclusion period of six years, it is expected that the number of diagnosed diabetics not identified in this study is minimal. However, individuals with undiagnosed diabetes cannot be identified from the administrative databases and therefore, are excluded from the study. The data presented here includes all types or forms of diabetes, although Type II constitutes 90-95% of all diabetes cases.

When analyzing Crude prevalence rates only, the Cypress Health Region is above the provincial average and has the third highest prevalence of diabetes of all health regions in the province. However, when prevalence is adjusted for age and sex, the Cypress Health Region compares very favourably with other health regions (note: age-sex adjusted prevalence rates are not available at the provincial level).

Prevalency Rates for Diabetes (i.e. Rates per 1000 Pop.)

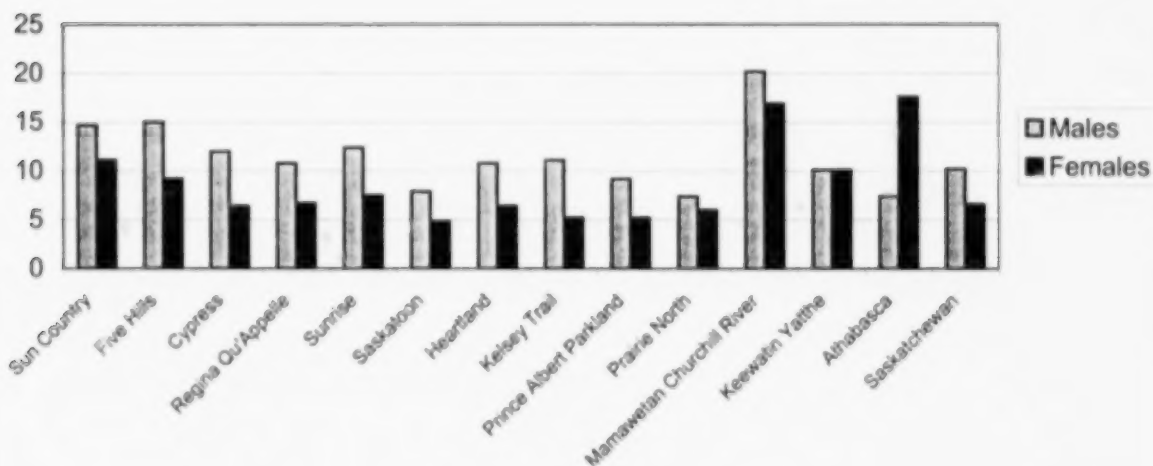


### Child and Youth Injury Hospitalization Rates

This indicator tracks the number of hospital injury separations for those aged 0-19, per 1,000 in Saskatchewan. External cause of injury codes (E-codes), are used to define and count the hospital discharges. It is important to keep in mind that total hospitalizations are counted, not the number of injuries. It is possible for one injury to result in more than one hospitalization. As well, injuries that do not result in a hospitalization are not included, which most likely results in a significant underestimation of the problem. A further limitation is that a definite complete capture of emergency room visits is not possible through the use of administrative data maintained by Saskatchewan Health. Therefore, those patients who presented for an emergency room visit after an injury, but did not require admission to the hospital, will not be accurately captured in this data.

The data illustrate that the Cypress Health Region is slightly above the provincial average for injury hospitalization rates for male children, while it slightly below the provincial average for injury hospitalization rates for female children.

**Child and Youth Hospitalization Rates (0-19 years), Per 1000**



## **MAJOR INITIATIVES AND ACCOMPLISHMENTS**

The Cypress Health Region utilized the 2003-04 fiscal year as an opportunity to enter into intense planning within, and outside of, the organization. However, the health region was able to undertake a number of major initiatives and realized a number of accomplishments in relation to the four goals of the organization.

### **Goal #1 – Improved Access to Quality Health Services**

- Minister of Health announcement regarding the approval of the new Regional Hospital capital project; subsequent vision session with community/staff members and gaming session with staff.
- Introductory announcement of Telehealth technology and startup of the first session
- Implementation of Canadian Emergency Room Triage and Acuity Scale > involves the prioritization of patients according to acuity of illness
- Primary Health Care plan completed and submitted to Sask. Health
- Arthroscopic surgeries offered at Regional Hospital
- Emergency Medical Service ambulance upgrades in Leader, Maple Creek, and Richmond
- Implementation of Look Good Feel Better program (support group for women living with cancer) > first health authority of our size in Canada.

### **Goal #2 – Effective Health Promotion and Disease Prevention**

- Population Health Promotion strategy workshop
- Partnerships with community partners on health promotion events (ex. car seat safety, fall and fire prevention programming)
- Partnership with Saskatchewan Health to facilitate the Regional West Nile Coordinator

### **Goal #3 – Retain, Recruit, and Train Health Providers**

- Human Resource Plan developed and submitted to Sask. Health
- Addition of recruitment and retention coordinator produced positive results
- Selection of Chief of Staff/Medical Director; liaison role with many benefits.

### **Goal #4 – A Sustainable, Efficient, Accountable, and Quality Health System**

- Strategic plan development > finalization of the Regional Health Authority's vision, values, goals, and objectives document; members from the Senior Management Team and the Authority developed the strategic plan in line with the province's vision, goals, and objectives.
- Development of Quality Teams responsible for continuous quality improvement initiatives >> Leadership and Partnership, Environment, Human Resources, Information Management, Acute Care, Ambulatory Care, Home Care, Long Term Care, Maternal Newborn, Mental Health/Addictions, Population Health
- Integration of Health Records and Admitting departments at Regional Hospital into the Health Information department; implementation of Central Patient Index Registration (CPI Reg.) system
- Successful implementation of single payroll system to process all 1,675 employees together
- Region-wide implementation of PROCURA, a client/staff information system
- Continued partnership and relationship with the Dr. Noble Irwin Regional Healthcare Foundation

## **PROGRESS AND RESULTS**

### **Organizational Effectiveness**

#### **Governance and Management**

The Cypress Regional Health Authority is supportive of the provincial government's *Action Plan for Saskatchewan Health Care* strategic direction. The Authority and senior administration regularly consult with officials from Sask. Health regarding directives, program guidelines, and operational issues.

The establishment of a formalized Community Advisory Network has witnessed two "request for membership interest" advertising campaigns result in minimal response from the public. The Authority has requested a revised proposal for the Networks, where the health region would utilize existing committee structures and intersectoral relationships as part of our consultative process.

Although the formalized Network is not currently in place, the Authority and senior management personnel have been taking advantage of several opportunities to consult with the public regarding the future delivery of health services. An example of this consultation was several focus group meetings held with representatives from all eighty municipal councils regarding the new regional hospital capital project local fundraising requirements. Members of the region's Senior Management Team regularly participate in Regional Intersectoral Committee meetings, where a variety of interagency community partners discuss the sharing of resources and plans regarding the most efficient use of joint resources – human and financial.

During 2003-04, an assessment of the population's needs was reviewed during the initial planning stages of the health region's primary health care strategy. In addition, focus groups participating in roundtable discussions pertaining to the Provincial Population Health Promotion strategy identified a series of needs-based issues that are facing the population.

The health region participates in the Regional Intersectoral Committee activities and is currently in the midst of planning a joint needs assessment of southwestern Saskatchewan. Health region staff are active members of other interagency groups including the Steering Committee dealing with the introduction of School Plus.

#### **Quality**

Eleven Quality Teams have been initiated to oversee the process of quality improvement within their specific area of expertise. One of the Quality Teams' first tasks has been preparing the Cypress Health Region for its first ever region-wide accreditation survey from the Canadian Council on Health Services Accreditation. The survey will occur during June 13 – 17, 2004.

The Quality Care Coordinator (QCC) maintains a close working relationship with the Provincial Quality Care Coordinator in regards to the monitoring and reporting of critical incidents and adverse events. In addition to the contact with the Provincial QCC, the Region's QCC discusses any issues that can be defined as "critical incidents" with the health region's legal counsel. The QCC provides a regular report to the Chief Executive Officer who reviews the QCC's activity with the Regional Health Authority. An amendment to *The Regional Health Services Act* that provides clarification on the expectations of Regional Health Authorities is anticipated to be introduced to the Saskatchewan Legislature in the spring of 2004.

During the reporting period of April 1, 2002 to March 31, 2003, a total of 32 concerns were brought to the attention of Cypress' Quality Care Coordinator. The type of concern by category included the following:

|                              |     |                      |      |
|------------------------------|-----|----------------------|------|
| <i>Access to Service</i>     | - 6 | <i>Care Delivery</i> | - 13 |
| <i>Communication</i>         | - 1 | <i>Cost</i>          | - 4  |
| <i>Environmental Factors</i> | - 1 | <i>Other</i>         | - 2  |
| <i>Non-Jurisdictional</i>    | - 5 |                      |      |

During the 2002-03 fiscal year, **68.75%** (22 of 32) of issues raised with the Quality Care Coordinator were resolved within 30 days.

## Human Resources

Representatives from Cypress' Human Resource department participate on the provincial Human Resource Committee and actively take part in provincial planning activities.

A Cypress Health Region Human Resource Plan was submitted to Saskatchewan Health in the fall of 2003. One of the plan's strategies dealt with continuing education of staff and physicians, which in turn led to the selection of a Diabetes Educator and Clinical Educator, clinical education seminars to earn credits towards educational requirements, and an educational seminar geared towards the needs of physicians.

The Region partners with professional organizations such as SRNA and SALPN to monitor and ensure that staff/association members have the required competencies. Licensed Practical Nurses are provided the opportunity to exercise their full scope of practice, and LPNs are no longer hired without the full scope of educational skills.

Workplace wellness and morale-building initiatives have spread throughout the health region, including the provision of Christmas socials for staff and service award recognitions. One of the major successes was the Fitness Spree Challenge that saw 82 teams of 4 staff members each (21% of total staff) participate in an eight-week healthy lifestyle challenge.

### Indicator Reporting

**Total Sick Leave by Union Affiliation** – absence due to illness or injury (sick leave) is often used as a measure for a healthy workplace;  
2003-04 fiscal year data for Cypress Health Region

|                                       |                                            |
|---------------------------------------|--------------------------------------------|
| Health Sciences Association of Sask.  | 52.31 hours per full time equivalent (FTE) |
| Service Employees International Union | 76.70 hours per FTE                        |
| Saskatchewan Union of Nurses          | 72.10 hours per FTE                        |
| Out of Scope                          | 37.08 hours per FTE                        |
| <b>Totals</b>                         | <b>59.55 hours per FTE</b>                 |

## Financial

The health region continues to prepare its operational and financial plans according to the information that is made available via Saskatchewan Health. Although the budgeting preparations allow for the speculated implementation of operational savings into a second year, a complete financial plan cannot be completed due to the unavailability of funding parameters.

Financial planning is approached in a manner that would secure a balanced budget every year. The region's operational and financial plans are forwarded to Saskatchewan Health for the review and approval, and thus, all proposed transfers of funding between established pools of funding are discussed with Saskatchewan Health prior to the actual movement of funds.

## Information Management

With the formation of the Information Management Quality Team, one of the initial strategic directions was the creation of an Information Management Plan. The Plan is currently in the review stage and is anticipated to be approved/implemented before the fall of 2004. Once implemented, the Plan will address the management of all information within the health region, including paper-based and electronic health information, information technology, and Health Information Protection Act (HIPA) protocols.

## Communications and Issues Management

The health region employs a staff member who is responsible for the effective planning and coordination of internal and external communications strategies. The Communications staff actively participates on the provincial Joint Communications Committee (JCC) with members from other health authorities, the Saskatchewan Cancer Agency, and Saskatchewan Health. The JCC members engage in two-way dialogue to ensure consistency of messaging between Saskatchewan Health and the health regions when faced with issues that may have regional or provincial implications.

Partnerships with the regional and provincial media have been fostered to create an atmosphere where both parties can benefit from the exchange of information. The use of multiple communication mediums is essential to the effective distribution of information to the residents across the health region.

## Capital

A Capital Equipment Committee exists within the health region to evaluate requests, investigate the options available, and prioritize the multitude of capital equipment requests that are submitted from community-based and facility-based programs and services. Pending the operational budget in the next fiscal year, an inventory and valuation company is being considered to complete a review of the region's capital assets for insurance and liability protection.

A Capital Asset Management Program will be implemented during the 2004-05 fiscal year.

## Reporting

The health region works in conjunction with the needs and timelines of Saskatchewan Health as it pertains to the provision of information and formalized plans/strategies.

## Program Specific Expectations and Indicators

### Population Health Services

The health region coordinated a focus group session in the fall of 2003 to develop strategies surrounding the provincial Population Health Promotion Strategy requirements. Utilizing the information from this focus group session and the finalized provincial strategy, the health region has developed a Steering Committee who will oversee the development of a regional Population Health Promotion Strategy. This regional strategy will provide the framework for the direction of health promotion activities throughout the communities of the health region.

Two of the key initiatives within the provincial strategy are the development of a tobacco reduction plan and a focus on addictions. The region will address these issues within its plan for the future.

### Indicator Reporting

The **incidence rate of Chlamydia** is an indicator that is used to determine high-risk, unprotected sexual activity. This information can be associated with the effectiveness of public health messaging on disease prevention and harm reduction. When comparing the Cypress incidence rate to the province's incidence rate for the year 2002:

Females – Cypress **26.3** cases per 100,000 population; provincial rate 453.1  
Males – Cypress **13.4** cases per 100,000 population; provincial rate 251.3

**Influenza Immunization Rates for Older Adults** – the percentage of adults aged 65 and older who received a flu shot provides an opportunity to report on the numbers of older adults who are protecting themselves against vaccine preventable diseases. Our health region ranked below the provincial average during the 2002-03 influenza season campaign:

|                                                      |       |
|------------------------------------------------------|-------|
| Cypress % of Adults 65 + immunized against influenza | – 57% |
| Provincial %                                         | – 62% |

An indicator regarding the number of **Public Health Act Regulated Facilities** will provide data on the percentage of licensed or regulated facilities within a RHA that receive at least one inspection per year by a Public Health Inspector. For the calendar year 2003, Cypress' inspection rate percentages included:

|                             |        |
|-----------------------------|--------|
| Food Eating Establishments  | 28.20% |
| Licensed Accommodations     | 16.23% |
| Swimming Pools/Water Themes | 86.67% |

*NOTE: The lower inspection rate percentages can be contributed to a number of vacancies of Public Health Inspector positions and the difficulty in recruiting these positions.*

#### Primary Health Services

The Vanguard and Hodgeville Health Centres continue to serve as the official primary health care sites within the health region. The staff member who has been providing advanced clinical nursing services at the sites recently became the seventh individual to receive her provincial licensure as a Registered Nurse (Nurse Practitioner).

A Director of Primary Health Care was hired in the fall of 2003 to oversee the creation of a primary health care network within the health region. The development of a Primary Health Care Steering Committee, comprised of Cypress Health Region staff, community members and Saskatchewan Health officials, will assist in providing a multi-disciplinary approach to the further initiation of primary health care services.

#### Emergency Response Services

Emergency Medical Service sites are stationed in twelve communities throughout the health region. Training opportunities have been provided to upgrade the skills of ambulance personnel to a national standard of Primary Care Practitioner (PCP). Advanced Care Practitioner (ACP) bridging has also been made available for the attendants. Several full time EMS managers and EMTs have been hired to assist in the provision of consistent staffing patterns.

The health region has representation on the provincial EMS Working Group that is comprised of RHA reps and Saskatchewan Health officials. This working group has been discussing the issue of waiting times and options are being explored. They are developing a generic contract template for consistent contractual relationships with private EMS providers.

Ambulances and personnel are dispatched via 911 Dispatch from Regina. Quarterly reports regarding response times, call volumes, and types of calls are received from 911 Dispatch. The health region is currently exploring a new software program that replaces the Patient Care Record (PCR) data input process. The new program is better suited to the needs of Saskatchewan Health and allows for trending analysis, utilization patterning, and better database control.

Advanced Life Saving (ALS) services are maintained at the EMS sites in Swift Current and Cabri, with Leader's site starting their training in early fiscal year 2004-05.

## Acute Care

The Cypress Health Region operates one regional hospital in Swift Current and 4 community hospitals in Herbert, Leader, Maple Creek, and Shaunavon. The current capital project to replace the regional hospital in Swift Current is anticipating a move in date during the middle of 2006.

The positive recruitment of specialty physicians allows the health region to provide a multitude of services to assist in the provision of a broader continuum of acute services.

As part of the health region's quality initiative process, a review of the surgical program will be undertaken to determine if there are additional surgical procedures that could be accomplished. The surgical program continues to provide a quality-based service.

### Indicator Reporting

#### **Acute Care Weighted Separations & Day Surgery Cases Retained in the Region**

- provides information about Cypress' acute care retention rate (i.e. what % of those Cypress residents requiring acute care services or day surgery receive that service in a Cypress acute care facility) for the 2001-02 fiscal year.

Cypress "retention rate" of inpatient separations & day surgery cases:  
= **59.21%**

#### **Inpatient Average Length of Stay (ALOS) compared to ALOS in Similar Regions for**

**Medical Cases** – compares the inpatient average length of stay in Cypress to that ALOS to that of similar regions for the 10-year span between 1991-92 and 2001-02.

##### *Cypress Weighted ALOS for Medical Cases - Inpatient*

1991-92 > 1.57 days      2001-02 > 0.97 day    (- 38%)

##### *Provincial Weighted ALOS – Inpatient*

1991-92 > 1.26 days      2001-02 > 0.97 day    (- 23%)

##### *Cypress Weighted ALOS for Medical Cases – Day Surgery*

1991-92 > 0.16 day      2001-02 > 0.12 day    (- 26%)

##### *Provincial Weighted ALOS – Day Surgery*

1991-92 > 0.17 day      2001-02 > 0.13 day    (- 23%)

## Province-wide Services

The Cypress Regional Hospital continues to provide a quality based renal dialysis program and CT scanning services. It was exciting to hear the announcement of a permanent scanning unit for the regional hospital.

## Community Care Services

A comprehensive set of mental health, alcohol and drug assessment, and problem gambling services are provided by the health region. An Experienced Mothers Program provides role modeling and mentoring services to inexperienced mothers.

In partnership with SGI, a Safe Driving program is coordinated by one of the Adult Addiction Workers. Three of the four Adult Addictions Workers have received training for problem gambling counseling.

Podiatry services are provided via a contracted service provider. An assortment of rehabilitation services are available, with Speech Language Pathologists partnering with an Early Childhood Intervention team to provide a joint strategic set of services for their clients.

### Indicator Reporting

#### **Average Length of Stay (ALOS) of Mental Health Inpatient Clients Compared to Expected Length of Stay (ELOS) >> 2001-02 data**

- a higher than expected length of hospital stay for persons with serious mental illness may reflect inadequate community service supports:

|                    |                                      |
|--------------------|--------------------------------------|
| Cypress            | > 12.4 days (ALOS); 10.2 days (ELOS) |
| Provincial average | > 14.8 days (ALOS); 13.1 days (ELOS) |

#### **Alcohol and Drug Outpatient Treatment Completion Rates >> 2002-03 data**

- for clients, a successful treatment experience is contingent on the completion of an appropriate substance abuse program (does not necessarily denote system ineffectiveness)

|                                    |         |
|------------------------------------|---------|
| Cypress Successful Completion Rate | > 28.8% |
| Provincial Average                 | > 33.3% |

#### **Problem Gambling Treatment Completion Rates for Outpatient Services >> 2002-03 data**

- refers to the completion of an appropriate problem gambling program;

|                                    |          |
|------------------------------------|----------|
| Cypress Successful Completion Rate | > 10.00% |
| Provincial Average                 | > 21.43% |

### Inpatient/Residential Mental Health and Addiction Services

A 10-bed unit in the Cypress Regional Hospital provides inpatient mental health services. There is access to emergency services and the unit is staffed 24 hours per day. A psychiatrist is on call 24 hours per day, 7 days per week.

The inpatient unit has the second lowest average length of stay of inpatients compared to the expected length of stay. The unit is currently in the midst of an in-depth review, which will provide the information for a strategic plan for the future.

### Institutional Supportive Care

Long term care services are provided across the health region's communities in a variety of standalone long term care facilities and integrated facilities (with a health centre or acute facility). The health region's affiliate partners in Herbert and Ponteix maintain the long term care facilities in those communities.

MDS/RUGs has been fully implemented in every long term care setting. As per a recent educational session from MDS/RUGs resource people from Saskatchewan Health, the long term care Managers received word that Cypress facilities are 100% compliant with their reporting mechanisms.

A common assessment and screening process for admissions is utilized across the health region. All available community options are explored prior to admission, in an attempt to keep the client as independent as possible. The health region's Directors of Long Term Care and Home Care are members of a review panel that analyzes the needs of potential long term care admissions.

Respite and day programming are offered in every long term care setting within the health region. The staff will continue to assist the client and/or family in attempting to ensure that all community resources are explored prior to admission.

The creation of a Wound Care Resource Nurse position has been extremely beneficial to the clients of long term care and home care. This position is based in a long term care facility and is familiar with the challenges faced when dealing with wounds.

### Home Based Acute and Palliative Care

Approximately 10% of Home Care's professional and supportive services are provided to clients who are assessed as acute or palliative. The home care staff work closely with acute care staff in the development of a discharge care plan. As well, the staff maintains an ongoing communication with doctors and other care providers on a weekly basis.

A quality initiative option is being explored to review the benefits of providing services to clients who are faced with a chronic disease in their home setting versus in an acute facility. Best practice guidelines speak to the benefits of staying in one's own home.

### Medical/Physician Services – Specialists

All Tier I specialty services that have been committed to are providing continuous and on-going call coverage.

### Medical/Physician Services – Other

A member of the Senior Management Team liaises with Saskatchewan Health regarding medical manpower issues. This individual is one of four RHA representatives currently sitting on a provincial negotiating committee to standardize non-fee-for-service contracts. All region physicians who are on an alternate payment plan are submitting shadow billings for measurement purposes.

### Home Based Supportive Care

A full array of home based supportive care services is available throughout the health region. The goal of these services is to provide the necessary services to maintain a client's functionality in their home setting, in such a manner as to delay the need for them to be admitted to an acute or long term care facility.

The Home Care program has one client that is benefiting tremendously from having access to the individualized funding option. This option has been a successful care delivery process for this specific client, and the client has witnessed an improved quality of life due to having access to it.

A close working relationship has been formed with Housing Authorities and licensed personal care homes. Home Care staff provide a level of assessment assistance in offering options to personal care home managers for the care planning and management of clients. Housing Authority clients access the respite and day programming services that are available in long term care facilities.

### Program Support Services

With the amalgamation of three former health districts, the accounting and payroll systems have been fully incorporated into one system. The implementation of a financial Provincial Chart of Accounts (PCA) based on MIS guidelines provided the natural line of information with Saskatchewan Health. The presence of contractual agreements between the health region and its contracted service providers allows for a consistent reporting mechanism to be provided to the Regional Health Authority.

Materials management purchasing was centralized and a supply line was created. Supplies were standardized to take advantage of provincial contracts and bulk pricing. The rural facilities witnessed overnight delivery from the centralized warehouse with reduced local inventories – increased cash flow.

## **CHALLENGES AND FUTURE DIRECTIONS**

Although the Cypress Health Region witnessed many planning successes in 2003-04, a significant amount of planning and formalization remains to be accomplished. In the coming year, the health region will focus on the following specific priorities in line with its goals and those of Saskatchewan Health:

- Continued development of a primary health care network and the formation/implementation of primary health care sites.
- Comprehensive quality improvement process, including continued preparations for June 2004 accreditation survey
- Continued review of protocols necessary to meet the *Health Information Protection Act* across all programs and services.
- Development of a population health promotion strategy for the health region, in conjunction with the provincial strategy.
- The communication of the region's operational plan.
- Revise, formalize and implement an effective community advisory network process.
- Development of a regional needs assessment.
- Human resource planning (attendance management, recruitment and retention, workplace wellness initiatives)
- Development of a capital facility maintenance and replacement plan.
- Development of an Information Management plan.
- Development of a plan to ensure the financial stability for the health region.
- Finalization of Health Status Report for the health region's residents.

Due to the emergence of health issues such as SARS and West Nile Virus, it is anticipated that much effort will be necessary to coordinate and implement a joint strategy with other related organizations.

With the approval of the functional program plan for the regional hospital capital project, much dedicated staff time and effort will be necessary during the design and construction initiation phases of the project:

- Continued planning in the design phase of the project – discussions between staff, project manager, and architectural firm as the blueprint for the new facility is created.
- Secure adequate funding for the completion of the project – local share of construction budget, work in conjunction with Dr. Noble Irwin Regional Healthcare Foundation to secure finances for the purchase of necessary equipment and furnishings.
- Prepare for the requirements associated with the tendering process and initiation of construction.

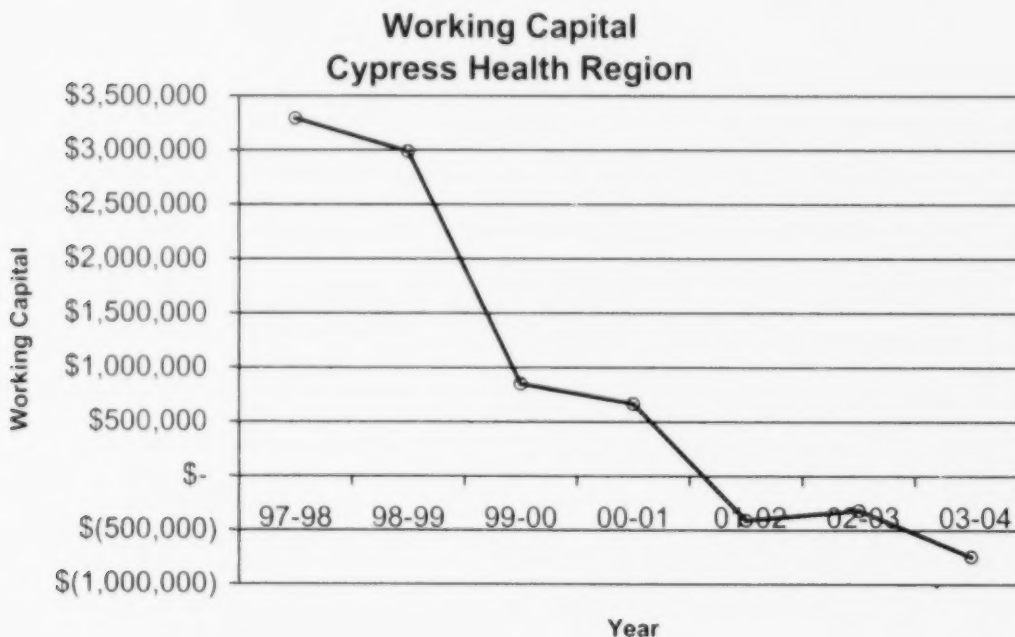
The Cypress Regional Health Authority and its employees will continue to provide a continuum of high quality health care services to the residents of southwestern Saskatchewan. We will provide these services within the parameters of the limits that surround us – whether they are financial or human resource related.

## **MANAGEMENT DISCUSSION AND ANALYSIS**

The Cypress Health Region is entering a year where service reductions are going to be necessary to address budget limitations. In conjunction with the reductions, a number of challenges will arise during the public consultations with affected communities and stakeholder groups.

During its initial year of operation, the health region placed much emphasis on reversing the negative 5-year trend that was occurring with the region's working capital. Although there was success in halting this trend in 2002-03, the health region suffered an operating deficit of \$586,447 during 2003-04 that has resulted in another negative reflection to the region's working capital. Although there is sufficient cash flow to meet the financial commitments, the health region will place a strong emphasis on balanced budgets in the future.

Preparations for the first-ever Cypress Health Region accreditation survey resulted in a high utilization of staffing and financial resources. As the survey is scheduled for June 2004, post-survey utilization of the health region's Quality Teams will return to its regular schedule.



With the approval of the new regional hospital capital project in April 2003, much staff time and resources have been utilized in the preparation of the functional program plan, which was submitted to Saskatchewan Health in February 2004.

## **MANAGEMENT REPORT**

### **CYPRESS HEALTH REGION REPORT OF MANAGEMENT**

The accompanying financial statements are the responsibility of management and have been approved by the Regional Health Authority. The financial statements have been prepared in accordance with Canadian Generally Accepted Accounting Principles and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity includes some amounts that are based on estimates and judgments. The financial information presented in the Management's Discussion and Analysis and elsewhere in this report is consistent with that in the financial statements.

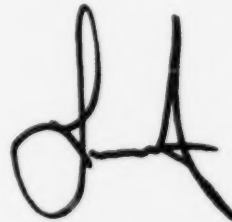
Management maintains appropriate systems of internal control, including guidelines and procedures, which provide reasonable assurance that the Region's assets are safeguarded and that financial records are relevant and reliable.

The Authority Members carry out their responsibility for the financial statements through a series of reviews and monitoring of the financial reports at their regular monthly meetings.

The appointed auditor conducts an independent audit of the financial statements. Their examination is conducted in accordance with Canadian Generally Accepted Auditing Standards and includes tests and other procedures, which allow them to report on the fairness of the financial statements.



Andrew Will  
Chief Executive Officer



Larry Allsen  
Acting Chief Financial Officer



**CYPRESS REGIONAL HEALTH AUTHORITY**  
**FINANCIAL STATEMENTS**

As to March 31, 2004

*A "Payee Disclosure List" is available upon request or may be accessed by visiting the Cypress Health Region's website at [www.cypressrha.ca](http://www.cypressrha.ca). Requests for copies can be made by contacting the Regional Office at 778-5100.*



R.G. Budd CA CFP \*      G.D. Smith FCA CFP \*  
K.A. Hagen CA CFP \*      G.J. Trembath CA  
G.F. Knakoske CA CFP \*      B.W. Wiebe CA CFP CVA \*  
G.D. Rittinger FCA CFP \*      W.E. Wiebe CA MPAcc \*  
R.D. Siemens CA \*

\* denotes professional corporation

## AUDITOR'S REPORT

To the Board of Directors, Cypress Regional Health Authority

We have audited the statement of financial position of the Cypress Regional Health Authority as at March 31, 2004 and the statements of operations and changes in fund balances and cash flow for the year then ended. The Health Authority Board and management are responsible for preparing these financial statements. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Health Authority as at March 31, 2004 and the results of its operations and the changes in its fund balances and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Chartered Accountants

Swift Current, Saskatchewan  
May 11, 2004

145 - 1st Avenue N.E., P.O. Box 128, Swift Current, Saskatchewan, S9H 3V5  
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# CYPRESS REGIONAL HEALTH AUTHORITY

Consolidated Statement of Financial Position  
As at March 31, 2004

Statement 1

|                                                                                     | Operating<br>Fund   | Restricted Funds     |                         | Total<br>2004        | Total<br>2003        |
|-------------------------------------------------------------------------------------|---------------------|----------------------|-------------------------|----------------------|----------------------|
|                                                                                     |                     | Capital<br>Fund      | Community<br>Trust Fund |                      |                      |
| <b>ASSETS</b>                                                                       |                     |                      |                         |                      |                      |
| <b>Current Assets</b>                                                               |                     |                      |                         |                      |                      |
| Cash and short-term investments (Schedule 2)                                        | \$ 4,430,463        | \$ 1,357,542         | \$ 791,248              | \$ 6,579,253         | \$ 7,620,211         |
| Accounts Receivable                                                                 |                     |                      |                         | -                    |                      |
| Sask Health General Revenue Fund                                                    | 981,743             | 1,300,830            | -                       | 2,282,573            | 976,128              |
| Other                                                                               | 1,026,509           | -                    | -                       | 1,026,509            | 814,253              |
| Inventory                                                                           | 827,981             | -                    | -                       | 827,981              | 1,085,851            |
| Prepaid Expenses                                                                    | 129,824             | -                    | -                       | 129,824              | 365,292              |
| Due From the Capital Fund                                                           | 441,750             | -                    | -                       | 441,750              | 441,750              |
| <b>TOTAL CURRENT ASSETS</b>                                                         | <b>7,838,270</b>    | <b>2,658,372</b>     | <b>791,248</b>          | <b>11,287,890</b>    | <b>11,303,485</b>    |
| <b>Long Term Investments</b> (Schedule 2)<br>(Market \$1,223,577; 2003 \$1,306,380) | 503,972             | 65,552               | 640,460                 | 1,209,984            | 1,283,183            |
| <b>Pledge receivable</b>                                                            | -                   | 17,863               | -                       | 17,863               | 17,863               |
| <b>Capital Assets</b> (Note 3)                                                      | -                   | 29,561,809           | -                       | 29,561,809           | 29,693,004           |
| <b>TOTAL ASSETS</b>                                                                 | <b>\$ 8,342,242</b> | <b>\$ 32,303,596</b> | <b>\$ 1,431,708</b>     | <b>\$ 42,077,546</b> | <b>\$ 42,297,535</b> |
| <b>LIABILITIES AND FUND BALANCES</b>                                                |                     |                      |                         |                      |                      |
| <b>Current liabilities</b>                                                          |                     |                      |                         |                      |                      |
| Accounts payable                                                                    | \$ 2,216,951        | -                    | -                       | \$ 2,216,951         | \$ 2,637,316         |
| Accrued salaries                                                                    | 2,294,076           | -                    | -                       | 2,294,076            | 1,972,144            |
| Accrued vacation                                                                    | 4,115,484           | -                    | -                       | 4,115,484            | 3,904,343            |
| Deferred revenue - Note 6                                                           | 460,104             | -                    | -                       | 460,104              | 1,057,440            |
| Due from Operating fund                                                             | -                   | 441,750              | -                       | 441,750              | 441,750              |
| Current portion of Long-Term debt - Note 5                                          | -                   | 210,445              | -                       | 210,445              | 202,329              |
|                                                                                     | 9,086,615           | 652,195              | -                       | 9,738,810            | 10,215,322           |
| <b>Long Term liabilities - Note 5</b>                                               | -                   | 2,346,538            | -                       | 2,346,538            | 2,547,606            |
| <b>TOTAL LIABILITIES</b>                                                            | <b>9,086,615</b>    | <b>2,998,733</b>     | <b>-</b>                | <b>12,085,348</b>    | <b>12,762,928</b>    |
| <b>Fund Balances</b>                                                                |                     |                      |                         |                      |                      |
| Investment in capital assets                                                        | -                   | 26,563,076           | -                       | 26,563,076           | 26,501,319           |
| Externally restricted (Schedule 3)                                                  | 48,698              | 496,098              | 1,431,708               | 1,976,504            | 2,027,683            |
| Internally restricted (Schedule 4)                                                  | 362,782             | 2,245,689            | -                       | 2,608,471            | 1,323,415            |
| Unrestricted (deficit)                                                              | (1,155,853)         | -                    | -                       | (1,155,853)          | (317,810)            |
| <b>TOTAL FUND BALANCES - Statement 2</b>                                            | <b>(744,373)</b>    | <b>29,304,863</b>    | <b>1,431,708</b>        | <b>29,992,198</b>    | <b>29,534,607</b>    |
| <b>TOTAL LIABILITIES &amp; FUND BALANCES</b>                                        | <b>\$ 8,342,242</b> | <b>\$ 32,303,596</b> | <b>\$ 1,431,708</b>     | <b>\$ 42,077,546</b> | <b>\$ 42,297,535</b> |

**CYPRESS REGIONAL HEALTH AUTHORITY**  
**STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES**  
For the year ended March 31, 2004

**Statement 2**

|                                                     | Operating Fund       |                      |                      | Restricted Funds         |                                 | Total<br>2004        | Total<br>2003       |
|-----------------------------------------------------|----------------------|----------------------|----------------------|--------------------------|---------------------------------|----------------------|---------------------|
|                                                     | Budget<br>2004       | Actual<br>2004       | Actual<br>2003       | Capital<br>Fund<br>2,004 | Community<br>Trust fund<br>2004 |                      |                     |
|                                                     | (Note 12)            |                      | (Note 10)            |                          |                                 |                      | (Note 10)           |
| <b>REVENUE</b>                                      |                      |                      |                      |                          |                                 |                      |                     |
| Sask Health - General Revenue                       | \$ 62,891,070        | \$ 64,913,923        | \$ 59,989,367        | \$ 2,068,476             | -                               | \$ 2,068,476         | \$ 640,210          |
| Other Provincial Revenues                           | 115,060              | 115,203              | 74,549               | 15,000                   | -                               | 15,000               | -                   |
| Federal Government Revenues                         | 19,767               | 24,675               | 14,730               | -                        | -                               | -                    | -                   |
| Funding from other Provinces                        | -                    | -                    | -                    | -                        | -                               | -                    | -                   |
| Special Funded Programs                             | 57,000               | 59,884               | 65,791               | -                        | -                               | -                    | 50,312              |
| Patient Fees                                        | 6,569,810            | 6,487,517            | 5,836,028            | -                        | -                               | -                    | -                   |
| Out of province Revenue (Reciprocal)                | 419,499              | 406,215              | 543,173              | -                        | -                               | -                    | -                   |
| Out of Country                                      | 16,530               | 18,675               | 5,960                | -                        | -                               | -                    | -                   |
| Donations                                           | 45,520               | 31,228               | 59,722               | 494,134                  | -                               | 494,134              | 174,373             |
| Investment income                                   | 131,000              | 192,799              | 152,534              | 27,381                   | 20,430                          | 47,811               | 69,445              |
| Ancillary Revenue                                   | -                    | -                    | -                    | -                        | -                               | -                    | -                   |
| Recoveries                                          | 517,862              | 674,706              | 154,403              | -                        | -                               | -                    | -                   |
| Other Revenue                                       | 65,622               | 128,474              | 1,049,635            | 22,245                   | -                               | 22,245               | 22,123              |
| <b>TOTAL REVENUES</b>                               | <u>\$ 70,878,740</u> | <u>\$ 73,052,299</u> | <u>\$ 67,945,881</u> | <u>\$ 2,627,236</u>      | <u>\$ 20,430</u>                | <u>\$ 2,647,666</u>  | <u>\$ 966,463</u>   |
| <b>EXPENSES</b>                                     |                      |                      |                      |                          |                                 |                      |                     |
| Province Wide Acute Care Services                   | \$ 424,245           | \$ 411,586           | \$ 399,324           | -                        | -                               | \$ 487,511           | 649,101             |
| Acute Care Services                                 | 22,246,850           | 23,619,541           | 21,743,572           | 480,611                  | 6,900                           | -                    | -                   |
| Physician Compensation - Acute Services             | 2,769,599            | 3,396,997            | 2,649,466            | -                        | -                               | -                    | -                   |
| Supportive Services                                 | 24,249,008           | 25,302,096           | 23,769,791           | 681,922                  | 1,384                           | 683,306              | 875,250             |
| Home Based Services - Supportive Care               | 4,858,596            | 4,654,466            | 4,508,190            | 104,963                  | -                               | 104,963              | 134,581             |
| Population Health Services                          | 1,695,905            | 1,538,426            | 1,310,394            | 36,638                   | -                               | 36,638               | 39,119              |
| Community Health Services                           | 3,446,142            | 3,341,014            | 2,834,786            | 74,449                   | -                               | 74,449               | 84,626              |
| Home Based Services - Acute & Palliative            | 302,124              | 286,634              | 237,275              | 6,527                    | -                               | 6,527                | 7,083               |
| Primary Health Care Services                        | 2,503,455            | 2,512,830            | 2,049,721            | 54,084                   | -                               | 54,084               | 61,189              |
| Emergency Response Services                         | 1,920,413            | 1,957,248            | 1,713,120            | 41,488                   | -                               | 41,488               | 51,141              |
| Mental Health Services - Inpatient                  | 1,003,123            | 1,070,710            | 930,869              | 21,671                   | -                               | 21,671               | 27,789              |
| Addictions Services - Residential                   | -                    | -                    | -                    | -                        | -                               | -                    | -                   |
| Physician Compensation - Community Services         | 860,940              | 978,548              | 762,008              | -                        | -                               | -                    | -                   |
| Program Support Services                            | 4,154,496            | 4,358,771            | 4,731,173            | 89,752                   | -                               | 89,752               | 141,237             |
| Special Funded Programs                             | 57,000               | 59,879               | -                    | -                        | -                               | -                    | -                   |
| Ancillary & Sundry Expenses                         | 150,000              | 150,000              | 128,711              | 3,241                    | -                               | 3,241                | 3,842               |
| <b>TOTAL EXPENSES (Schedule 1)</b>                  | <u>\$ 70,641,896</u> | <u>\$ 73,638,746</u> | <u>\$ 67,768,400</u> | <u>\$ 1,595,344</u>      | <u>\$ 8,284</u>                 | <u>\$ 1,603,628</u>  | <u>\$ 2,074,958</u> |
| <b>Excess (deficiency) of revenue over expenses</b> | <u>\$ 236,844</u>    | <u>(586,447)</u>     | <u>177,481</u>       | <u>1,031,892</u>         | <u>12,146</u>                   | <u>1,044,038</u>     | <u>(1,118,495)</u>  |
| <b>Fund Balances, beginning of year</b>             |                      | 79,630               | 32,602               | 28,015,275               | 1,439,702                       | 29,454,977           | 30,443,019          |
| <b>Interfund transfers - Note 14</b>                |                      | (237,556)            | (130,453)            | 257,696                  | (20,140)                        | 237,556              | 130,453             |
| <b>Fund balances, end of year</b>                   | <u>\$ (744,373)</u>  | <u>\$ 79,630</u>     | <u>\$ 29,304,863</u> | <u>\$ 1,431,708</u>      | <u>\$ 30,736,571</u>            | <u>\$ 29,454,977</u> |                     |

# CYPRESS REGIONAL HEALTH AUTHORITY

## STATEMENT OF CASH FLOW

For the year ended March 31, 2004

### Statement 3

|                                                                 | Operating Fund              |                     | Restricted Fund                           |                      |                     |                     |
|-----------------------------------------------------------------|-----------------------------|---------------------|-------------------------------------------|----------------------|---------------------|---------------------|
|                                                                 | 2004                        | 2003                | Capital Fund                              | Community Trust Fund | Total 2004          | Total 2003          |
|                                                                 | (Note 10)                   |                     | (Note 10)                                 |                      |                     |                     |
| <b>Cash provided by (used in):</b>                              | <b>Operating Activities</b> |                     | <b>Financing and investing activities</b> |                      |                     |                     |
| (Deficiency) excess of revenue over expenditures                | \$ (586,447)                | \$ 177,481          | \$ 1,031,892                              | \$ 12,146            | \$ 1,044,038        | \$ (1,118,495)      |
| Net changes in non-cash working capital (Note 7)                | (278,930)                   | 327,809             | (1,234,451)                               | 3,390                | (1,231,061)         | 801,004             |
| Amortization of capital assets                                  | -                           | -                   | 1,437,286                                 | -                    | 1,437,286           | 1,798,288           |
| Investment income on long term investments                      | 73,199                      | -                   | -                                         | -                    | 0                   | 199,208             |
| Gain/(loss) on disposal of capital assets                       | -                           | -                   | -                                         | -                    | 0                   | 9,799               |
|                                                                 | (792,178)                   | 505,290             | 1,234,727                                 | 15,536               | 1,250,263           | 1,689,804           |
| Purchase of capital assets                                      | -                           | -                   | -                                         | -                    | -                   | -                   |
| Buildings/construction                                          | -                           | -                   | (331,463)                                 | -                    | (331,463)           | -                   |
| Equipment                                                       | -                           | -                   | (974,627)                                 | -                    | (974,627)           | (1,951,211)         |
| Proceeds on disposal of capital assets                          | -                           | -                   | -                                         | -                    | 0                   | -                   |
| Buildings                                                       | -                           | -                   | -                                         | -                    | 0                   | -                   |
| Equipment                                                       | -                           | -                   | -                                         | -                    | 0                   | 12,363              |
| Purchase of long-term investment                                | -                           | (186,280)           | -                                         | -                    | 0                   | -                   |
|                                                                 | -                           | (186,280)           | (1,306,090)                               | -                    | (1,306,090)         | (1,938,848)         |
| Repayment of debt                                               | -                           | -                   | (192,954)                                 | -                    | (192,954)           | (189,069)           |
| Net increase (decrease) in cash and investments during the year | (792,178)                   | 319,010             | (264,317)                                 | 15,536               | (248,781)           | (438,113)           |
| Cash and investments, beginning of year                         | 5,460,197                   | 5,271,640           | 1,364,162                                 | 795,852              | 2,160,014           | 2,467,674           |
| Interfund transfers (Note 14)                                   | (237,556)                   | (130,453)           | 257,696                                   | (20,140)             | 237,556             | 130,453             |
| <b>Cash and investments, end of year</b>                        | <b>\$ 4,430,463</b>         | <b>\$ 5,460,197</b> | <b>\$ 1,357,542</b>                       | <b>\$ 791,248</b>    | <b>\$ 2,148,790</b> | <b>\$ 2,160,014</b> |
| <b>Amounts in cash balances</b>                                 |                             |                     |                                           |                      |                     |                     |
| Cash and short-term investments                                 | \$ 4,430,463                | \$ 5,460,197        | \$ 1,357,542                              | \$ 791,248           | \$ 2,148,790        | \$ 2,160,014        |

CYPRESS REGIONAL HEALTH AUTHORITY  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
As at March 31, 2004

**1. Legislative Authority**

On August 1, 2002, the Legislative Assembly passed *The Regional Health Services Act* (Act). The Act created the Regional Health Authorities for the purpose of governing the delivery of health services as well as establishing and governing Health Regions in the province of Saskatchewan.

On coming into force, the Act terminated the membership of the individual District Health Boards. All assets, liabilities, rights, and obligations of the District Health Boards continue as the assets, liabilities, rights, and obligations of the Regional Health Authority. All contracts with the District Health Boards remain in effect until repealed or replaced by the Regional Health Authorities.

The Cypress Regional Health Authority (RHA) was created by the Act. The Cypress Regional Health Authority is responsible for the planning, organization, delivery, and evaluation of health services it is to provide (The Act sec 27) within the geographic area known as the Cypress Health Region.

**2. Significant Accounting Policies**

These financial statements are prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies.

**a) Health Care Organizations**

- i) The RHA has agreements with and grants funding to the following CBOs and third parties to provide health services:

|                                    |                     |
|------------------------------------|---------------------|
| McKerracher Support Services Inc.  | Gull Lake Ambulance |
| Canadian Mental Health Association | Frontier Ambulance  |
| Ponteix Ambulance                  | Val Marie Ambulance |
| S.C. Ambulance                     |                     |

Note 9 b) i) provides disclosure of payments to CBOs and third parties.

- ii) The following affiliates are incorporated as follows (and are registered charities under The Income Tax Act):

Herbert Nursing Home Incorporated  
Foyer St. Joseph's Nursing Home Inc.

The RHA provides annual grant funding to these organizations for the delivery of health care services. Consequently, the RHA has disclosed certain financial information regarding these affiliates.

CYPRESS REGIONAL HEALTH AUTHORITY  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
As at March 31, 2004

These affiliates are not consolidated into the RHA financial statements. Alternatively, Note 9 b) ii) provides supplementary information on the financial position, results of operations, and cash flows of the affiliates.

- iii) The Dr. Noble Irwin Regional Healthcare Foundation Inc. (the Foundation) is incorporated under The Non-Profit Corporations Act and is a registered charity under The Income Tax Act.

Under the Foundation's Articles of Incorporation, all funds raised by the Foundation after payments of reasonable expenses must be paid to the RHA (or must be used to purchase and transfer assets to the RHA, for the purpose to provide health care services.)

The RHA has an agreement with the Foundation to fund raise exclusively and administer the funds for the RHA. The RHA provides financial support through an annual operating grant.

These financial statements do not consolidate the financial activities of the foundation. Alternatively, Note 9 b) iii) provides supplementary information of the foundation.

#### b) Fund Accounting

The accounts of the RHA are maintained in accordance with the restricted fund method of accounting for contributions. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

##### i) Operating Fund

The operating fund reflects the primary operations of the RHA including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries, and ancillary revenue. Expenses are for the delivery of health services.

##### ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of the RHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues received from Saskatchewan Health - General Revenue Fund designated for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community-generated assets transferred to the RHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the RHA from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between the RHA and the health corporations.

c) Revenue

Unrestricted contributions are recognized as revenue in the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions related to general operations are deferred and recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year.

d) Capital Assets

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line basis over their estimated useful lives as follows:

|                     |      |
|---------------------|------|
| Buildings           | 3%   |
| Land improvements   | 10 % |
| Equipment           | 10 % |
| Information systems | 10 % |
| Vehicles            | 20 % |

Donated capital assets are recorded at their fair value at the date of contribution (if fair value can be reasonably determined.)

e) Inventory

Inventory consists of general stores, pharmacy, laboratory, linen, and other. All inventories are valued at cost as determined on the first in, first out basis.

f) Investments

Investments are valued at the lower of cost or net realizable value.

**CYPRESS REGIONAL HEALTH AUTHORITY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
As at March 31, 2004

g) Pension

Employees of the RHA participate in several multi-employer defined benefit pension plans or a defined contribution plan. The RHA follows defined contribution plan accounting for its participation in the plans. Accordingly, the RHA expenses all contributions it is required to make in the year.

j) Measurement Uncertainty

These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they become known.

**3. Capital Assets**

|                          | March 31, 2004       |                             |                      | March 31, 2003       |
|--------------------------|----------------------|-----------------------------|----------------------|----------------------|
|                          | Cost                 | Accumulated<br>Amortization | Net Book<br>Value    | Net Book<br>Value    |
| Land                     | \$ 622,385           | \$ -                        | \$ 622,385           | \$ 622,385           |
| Land Improvements        | 702,296              | 529,607                     | 172,689              | 191,875              |
| Buildings                | 37,261,608           | 15,615,922                  | 21,645,686           | 22,254,793           |
| Equipment                | 22,773,842           | 16,468,115                  | 6,305,727            | 6,294,579            |
| Information systems      | 536,403              | 203,200                     | 333,203              | 275,956              |
| Vehicles                 | 841,835              | 616,682                     | 225,152              | 53,416               |
| Construction in progress | 256,966              |                             | 256,966              | -                    |
|                          | <u>\$ 62,995,335</u> | <u>\$ 33,433,527</u>        | <u>\$ 29,561,808</u> | <u>\$ 29,693,004</u> |

**4. Commitments**

a) Capital Assets Acquisitions

At March 31, 2004, commitments for acquisition of capital assets were \$1,388,590 (2003 - \$47,000).

**CYPRESS REGIONAL HEALTH AUTHORITY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
As at March 31, 2004

b) Operating Leases

The minimum annual rental under operating leases on property over the next five years on which the Ponteix Health Centre is located is one dollar for each year. The land is rented from Les Soeurs de Notre Dame d'Auvergne. The lease term is for twenty years effective March 1, 1997 with an option for the Board to renew the lease for a further twenty years on an annual basis. The Board is required to maintain appropriate general liability insurance for the premises.

**5. Mortgage Payable**

| Title of Issue                                                                  | Interest Rate    | Annual Repayment Terms                                                                                             | 2004                | 2003                |
|---------------------------------------------------------------------------------|------------------|--------------------------------------------------------------------------------------------------------------------|---------------------|---------------------|
| Cypress Lodge Nursing Home<br>CMHC, due Feb. 1, 2023                            | 7.50%            | \$31,638 principal and interest                                                                                    | \$ 321,983          | \$ 329,536          |
| Gull Lake & District Special Care Home<br>CMHC, due August 1, 2026              | 8.00%            | \$44,751 principal and interest                                                                                    | 470,650             | 478,043             |
| Prairie View Health Centre<br>CMHC, due June 1, 2022<br>Renewal date-Oct 1,2005 | 6.45%            | \$30,943 principal and interest of which \$20,534 is subsidized by SHC yielding an effective interest rate of 0.5% | 333,370             | 342,713             |
| Swift Current Care Centre<br>CUCORP, due April 1, 2012                          | Prime less 0.25% | \$219,600 principal and interest                                                                                   | 1,170,077           | 1,333,868           |
| Western Senior Citizens Home<br>CMHC, due Feb. 1, 2025                          | 8.00%            | \$25,488 principal and interest                                                                                    | 260,904             | 265,775             |
|                                                                                 |                  |                                                                                                                    | <u>2,556,983</u>    | <u>2,749,935</u>    |
|                                                                                 |                  |                                                                                                                    | 210,445             | 202,329             |
| Less: Current Portion                                                           |                  |                                                                                                                    | <u>\$ 2,346,538</u> | <u>\$ 2,547,606</u> |

For each of the mortgages, the RHA has pledged the related buildings of the special care homes as security. Principal repayments required in each of the next five years is estimated as follows:

2005 - \$210,445  
2006 - \$221,574  
2007 - \$231,432  
2008 - \$241,767  
2009 - \$251,838  
2010 and subsequent years - \$1,399,927

**CYPRESS REGIONAL HEALTH AUTHORITY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
As at March 31, 2004

**6. Deferred Revenue**

| 2003/04                          |                                 |                                             |                                          |                                            |                                           |                           |
|----------------------------------|---------------------------------|---------------------------------------------|------------------------------------------|--------------------------------------------|-------------------------------------------|---------------------------|
| Program                          | Balance<br>Beginning<br>Of Year | Less<br>Amount<br>Recognized<br>From Health | Add<br>Amount<br>Received<br>From Health | Less<br>Amount<br>Recognized<br>From Other | Add<br>Amount<br>Recognized<br>From Other | Balance<br>End<br>Of Year |
| <b>SASK HEALTH</b>               |                                 |                                             |                                          |                                            |                                           |                           |
| Arthroscopic program             | \$ 15,000                       | \$ 15,000                                   |                                          |                                            |                                           | \$ -                      |
| Aboriginal Awareness             |                                 |                                             | 13,107                                   |                                            |                                           | 13,107                    |
| Team Facilitator                 |                                 |                                             | 78,600                                   |                                            |                                           | 78,600                    |
| Community Care Initiatives       | 15,000                          | 15,000                                      |                                          |                                            |                                           | -                         |
| CRO-FAB Antivenom                |                                 |                                             | 25,000                                   |                                            |                                           | 25,000                    |
| Diabetes Funding                 | 77,323                          | 77,323                                      |                                          |                                            |                                           | -                         |
| Enhanced Rehabilitation          | 11,900                          | 11,900                                      |                                          |                                            |                                           | -                         |
| Health Improvement Initiatives   | 378,944                         | 378,944                                     |                                          |                                            |                                           | -                         |
| HSAS Contract Ambulance          | 8,507                           | 8,507                                       |                                          |                                            |                                           | -                         |
| Light Care Phase Out             | 9,086                           | 9,086                                       |                                          |                                            |                                           | -                         |
| MDS Rugs                         | 10,000                          |                                             |                                          |                                            |                                           | 10,000                    |
| Medical Training                 | 56,121                          | 12,600                                      | 10,185                                   |                                            |                                           | 53,706                    |
| Primary Care Funding             | 148,213                         | 129,325                                     | 151,000                                  |                                            |                                           | 169,888                   |
| Primary Health Services Project  | 17,000                          | 17,000                                      |                                          |                                            |                                           | -                         |
| Respite Incentive                | 14,362                          | 14,362                                      |                                          |                                            |                                           | -                         |
| Supportive Mothers               | 97,617                          | 97,617                                      |                                          |                                            |                                           | -                         |
| Surgical Wait List               | 25,000                          |                                             |                                          |                                            |                                           | 25,000                    |
| Transition Grant - Climax        | 1,375                           | 1,375                                       |                                          |                                            |                                           | -                         |
| Workforce Strategy               |                                 |                                             | 2,000                                    |                                            |                                           | 2,000                     |
| Workplace Wellness               | 78,680                          | 78,680                                      |                                          |                                            |                                           | -                         |
| <b>Total Sask Health</b>         | <b>\$ 964,128</b>               | <b>\$ 866,719</b>                           | <b>\$ 279,892</b>                        | <b>\$ -</b>                                | <b>\$ -</b>                               | <b>\$ 377,302</b>         |
| <b>OTHER</b>                     |                                 |                                             |                                          |                                            |                                           |                           |
| ABI Program Funding              | \$ 54,952                       |                                             |                                          |                                            | \$ 4,825                                  | 59,777                    |
| Recruitment /Retention Committee |                                 |                                             |                                          |                                            | \$ 5,622                                  | 5,622                     |
| Dr. Noble Irwin                  | 4,210                           | 4,210                                       |                                          |                                            |                                           | -                         |
| Mental Health Conference         | 9,103                           | 2,463                                       |                                          |                                            |                                           | 6,640                     |
| Payments received in Advance     | 47                              | 47                                          |                                          |                                            |                                           | -                         |
| Quality Workplace - SRNA         | 15,000                          | 4,236                                       |                                          |                                            |                                           | 10,764                    |
| SIMS/PHIS Funding                | 10,000                          | 10,000                                      |                                          |                                            |                                           | -                         |
| <b>Total Sask Health</b>         | <b>\$ 93,312</b>                | <b>\$ 10,956</b>                            | <b>\$ -</b>                              | <b>\$ -</b>                                | <b>\$ 10,447</b>                          | <b>\$ 82,802</b>          |
| <b>Total Deferred Revenue</b>    | <b>\$ 1,057,440</b>             | <b>\$ 877,675</b>                           | <b>\$ 279,892</b>                        | <b>\$ -</b>                                | <b>\$ 10,447</b>                          | <b>\$ 460,104</b>         |

Restricted funding related to general operations from Saskatchewan Health - General Revenue Fund and other revenue is recorded as revenue as the related costs are incurred. The funding is restricted in use to provincially approved health improvement initiatives, except where Saskatchewan Health has specifically authorized the use of previously restricted amounts for general operations.

**CYPRESS REGIONAL HEALTH AUTHORITY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
As at March 31, 2004

**7. Net Change in Non-cash Working Capital**

|                                             | Operating Fund      |                   | Restricted Funds      |                      |                       |                   |
|---------------------------------------------|---------------------|-------------------|-----------------------|----------------------|-----------------------|-------------------|
|                                             | 2004                | 2003              | Capital Fund          | Community Trust Fund | Total 2004            | Total 2003        |
| (Increase) Decrease in accounts receivable  | \$ (287,640)        | \$ (195,018)      | \$ (1,234,451)        | \$ 3,390             | \$ (1,231,061)        | \$ 787,653        |
| (Increase) Decrease in inventory            | 257,870             | (63,953)          | -                     | -                    | -                     | 938               |
| (Increase) Decrease in prepaid expenses     | 235,468             | (205,160)         | -                     | -                    | -                     | -                 |
| (Increase) Decrease in other current assets | -                   | -                 | -                     | -                    | -                     | 19,713            |
| Increase (Decrease) in accounts payable     | (420,365)           | 182,029           | -                     | -                    | -                     | (7,300)           |
| Increase (Decrease) in accrued salaries     | 321,932             | 414,981           | -                     | -                    | -                     | -                 |
| Increase (Decrease) in vacation payable     | 211,141             | 71,292            | -                     | -                    | -                     | -                 |
| Increase (Decrease) in deferred revenue     | (597,336)           | 123,638           | -                     | -                    | -                     | -                 |
|                                             | <u>\$ (278,930)</u> | <u>\$ 327,809</u> | <u>\$ (1,234,451)</u> | <u>\$ 3,390</u>      | <u>\$ (1,231,061)</u> | <u>\$ 801,004</u> |

**8. Patient and Resident Trust Accounts**

The RHA administers funds held in trust for patients and residents using the RHA's facilities. The funds are held in separate accounts for the patients or residents at each facility. The total cash held in trust as at March 31, 2004 was \$44,915 (2003- \$43,142).

**9. Related Parties**

These financial statements include transactions with related parties. The RHA is related to all Saskatchewan Crown Agencies such as departments, corporations, boards, and commissions under the common control of the Government of Saskatchewan. The RHA is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the RHA is related to other non-Government organizations by virtue of its economic interest in these organizations.

**a) Related Party Transactions**

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the financial statements and the table below. They are recorded at the standard rates charged by those organizations and are settled on normal trade terms.

|                                                           | 2004         | 2003         |
|-----------------------------------------------------------|--------------|--------------|
| SaskTel, Expense                                          | \$ 412,056   | \$ 472,037   |
| SaskPower Corp, Expense                                   | \$ 333,040   | \$ 515,677   |
| Saskatchewan Association of Health Organizations, Expense | \$ 5,772,765 | \$ 5,390,666 |
| Saskatchewan Energy Corp, Expense                         | \$ 507,166   | \$ 339,281   |
| Sask Property Management, Expense                         | \$ 812,246   | \$ 534,518   |
| Sask Worker's Comp Board, Expense                         | \$ 1,302,263 | \$ 927,914   |

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In addition, the RHA pays Provincial Sales Tax to the Saskatchewan Department of Finance on all its taxable purchase. Taxes paid are recorded as part of the cost of those purchases.

**b) Health Care Organizations**

**i) Community Based Organizations and Third Parties**

The RHA has also entered into agreements with CBOs and Third Parties to provide health services.

These organizations receive operating funding from the RHA on a monthly basis in accordance with budget amounts approved annually. During the year, the RHA provided the following amounts to CBOs and Third Parties:

|                                    | 2004                | 2003                |
|------------------------------------|---------------------|---------------------|
| McKerracher Support Services Inc   | \$ 96,326           | \$ 93,463           |
| Canadian Mental Health Association | 118,141             | 112,894             |
| Gull Lake Ambulance                | 72,252              | 73,328              |
| Ponteix Ambulance                  | 120,468             | 121,781             |
| Val Marie Ambulance                | 57,800              | 58,979              |
| Frontier Ambulance                 | 60,038              | 81,753              |
| S.C. Ambulance                     | 496,244             | 471,480             |
|                                    | <u>\$ 1,021,269</u> | <u>\$ 1,013,678</u> |

**ii) Affiliates**

The Act makes the RHA responsible for the delivery of health services in its region including the health services provided by privately owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by the RHA. The RHA exercises significant influence over affiliates by virtue of its material inter-entity transactions. The following presentation discloses the amount of funds granted to each affiliate:

|                               | 2004                | 2003                |
|-------------------------------|---------------------|---------------------|
| Herbert Nursing Home Inc      | \$ 1,565,613        | \$ 1,415,556        |
| Foyer St. Joseph Nursing Home | 1,016,564           | 912,970             |
|                               | <u>\$ 2,582,177</u> | <u>\$ 2,328,526</u> |

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Saskatchewan Health requires additional reporting in the following financial summaries of the affiliate entities as at March 31, 2004 and 2003 and for the years then ended:

|                                   | Total<br>2004        | Total<br>2003        |
|-----------------------------------|----------------------|----------------------|
| <b>Balance Sheet</b>              |                      |                      |
| Assets                            | \$ 801,416           | \$ 603,005           |
| Net Capital Assets                | 1,045,512            | 1,205,556            |
| <b>Total Assets</b>               | <u>\$ 1,846,928</u>  | <u>\$ 1,808,561</u>  |
| <br>Total Liabilities             | <br>1,012,774        | <br>905,006          |
| Total Net Assets (Fund Balances)  | 834,154              | 903,555              |
|                                   | <u>\$ 1,846,928</u>  | <u>\$ 1,808,561</u>  |
| <br><b>Results of Operations</b>  |                      |                      |
| RHA Grant                         | \$ 2,580,014         | \$ 2,355,672         |
| Other Revenue                     | 1,145,754            | 1,042,151            |
| <b>Total Revenue</b>              | <u>3,725,768</u>     | <u>3,397,823</u>     |
| <br>Salaries & Benefits           | <br>3,218,714        | <br>2,894,465        |
| Other Expenses                    | 464,424              | 449,263              |
| <b>Total Expenses</b>             | <u>\$ 3,683,138</u>  | <u>\$ 3,343,728</u>  |
| <br>Excess Revenue over Expenses  | <br><u>\$ 42,630</u> | <br><u>\$ 54,095</u> |
| <br><b>Cash Flows</b>             |                      |                      |
| Cash from Operations              | \$ 65,523            | \$ 88,535            |
| Cash used in Financing Activities | (49,323)             | (43,932)             |
| Cash used in Investing Activities | 39,195               | 26,241               |
| <br><b>Increase in cash</b>       | <br><u>\$ 55,395</u> | <br><u>\$ 70,844</u> |

iii) Fund-Raising Foundations

Cypress RHA (RHA) has been deemed to have control of the Dr. Noble Irwin Regional Healthcare Foundation (the Foundation) by virtue of an agreement and for the period set to expire on January 1, 2008. The Foundation raises funds from the residents and from the communities in the Cypress RHA.

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The Foundation has not been consolidated in the RHA's financial statements. Financial statements of the Foundation are available upon request. Financial summaries of the unconsolidated entity as at December 31, 2003 and 2002 and for the years then ended are as follows:

| Dr. Noble Irwin Regional Healthcare Foundation Inc. |                     |                     |
|-----------------------------------------------------|---------------------|---------------------|
| Balance Sheet                                       | 2003                | 2002                |
| Total Assets                                        | \$ 3,358,180        | \$ 3,074,189        |
| Total Liabilities                                   | 292,222             | 35,108              |
| Total Net Assets (Fund Balances)                    | 3,065,958           | 3,039,081           |
|                                                     | <u>\$ 3,358,180</u> | <u>\$ 3,074,189</u> |
| <br>Results of Operation                            |                     |                     |
| RHA Operating Grant                                 | \$ 150,000          |                     |
| Other Revenues                                      | 915,045             | \$ 813,155          |
| Total revenues                                      | 1,065,045           | \$ 813,155          |
| Total expenses*                                     | 1,038,168           | 439,242             |
| Excess of revenue over expenses                     | <u>\$ 26,877</u>    | <u>\$ 373,913</u>   |

\* Total expenses include contributions of \$587,034 (2002 - \$273,057) to the RHA and amortization of \$3,038 (2002 - \$3,800).

| Cash flows                                       | 2003              | 2002              |
|--------------------------------------------------|-------------------|-------------------|
| Cash from operations                             | \$ 145,968        | \$ 326,609        |
| Cash used in financing and investing activities* | (3,046)           | (87,228)          |
| (Decrease) increase in cash                      | <u>\$ 142,922</u> | <u>\$ 239,381</u> |

\* Investing activities includes capital purchases of \$3,046 (2002 - \$2,693).

## 10. Comparative Information

Certain 2002-03 balances have been reclassified to conform to the current year's presentation.

## 11. Pension Plan

Employees of the RHA participate in one of the following pension plans. Some employees participate in the Saskatchewan Healthcare Employees' Pension Plan (SHEPP), which is jointly governed by a board of eight trustees. Four of the trustees are appointed by the

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Saskatchewan Association of Health Organizations (SAHO) (a related party) and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU, and HSAS). SHEPP is a multi-employer defined benefit plan, which came into effect December 31, 2002. (Prior to December 31, 2002, this plan was formerly the SAHO Retirement Plan and governed by the SAHO Board of Directors). Other employees participate in either the Public Service Superannuation Plan (a related party) which is also a defined benefit plan, or the Public Employees' Pension Plan (a related party) which is a defined contribution plan. Both of these plans are the responsibility of the Province of Saskatchewan. The RHA's financial obligation to the plans is limited to making required payments to match amounts contributed by employees for current services. Pension expense for the year amounted to \$2,104,325 (2003 - \$1,666,137) and is included in benefits in Schedule 1.

Effective Jan 1, 2004, the SHEPP contribution rates are as follows:

- 6.552% (2003 - 5.04% ) of pensionable earnings up to the yearly maximum pensionable earnings (CPP) [that is 112% of employee contributions of 5.85% (2003 - 4.5%)]
- 8.232% (2003 - 6.72%) of pensionable earnings above the yearly maximum pensionable earnings (CPP) [that is 112% of employee contributions of 7.35% (2003 - 6.00%)]

**12. Budget**

The RHA Board approved the 2003-2004 budget plan on May 30, 2003

**13. Financial Instruments**

a) Significant terms and conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing, and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

b) Credit risk

The RHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the RHA's receivables are from Saskatchewan Health - General Revenue Fund, Saskatchewan Workers' Compensation Board, health insurance companies or other Provinces. Therefore, the credit risk is minimal.

c) Fair value

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

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⇒ The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature.

cash and short-term investments  
accounts receivable  
accounts payable  
accrued salaries and vacation payable

⇒ For investments, the fair value is considered to approximate quoted market values.

⇒ The fair value of mortgages payable before the repayment required within one year, is \$2,698,954 (2003 - \$2,757,467) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements.

**d) Short-term Borrowing/Operating Line-of-credit**

The RHA has a line-of-credit limit of \$1,300,000 (2003 - \$1,300,000) with an interest charged at prime less 1/2% which is re-negotiated annually. The line-of-credit is secured by region assets. Total interest paid on the line-of-credit in 2004 was \$ nil (2003 - \$ nil).

**14. Interfund Transfers**

Each year the RHA transfers amounts between its funds for various purposes. These include funding capital asset purchases, and reassigning fund balances to support certain activities.

|                         | 2004                |                   |                    | 2003                |                   |                     |
|-------------------------|---------------------|-------------------|--------------------|---------------------|-------------------|---------------------|
|                         | Operating<br>Fund   | Community         |                    | Operating<br>Fund   | Community         |                     |
|                         |                     | Capital<br>Fund   | Trust<br>Fund      |                     | Capital<br>Fund   | Trust<br>Fund       |
| Building renovations    | \$ -                | \$ 20,140         | \$ (20,140)        | \$ 169,318          | \$ (8,939)        | \$ (160,379)        |
| Capital asset purchases | (17,136)            | 17,136            | -                  | (323,837)           | 460,072           | (136,235)           |
| CMHC reserves           | (2,149)             | 2,149             | -                  | 24,066              | (24,066)          | -                   |
| Mortgage payments       | (218,271)           | 218,271           | -                  | -                   | -                 | -                   |
| Other                   | -                   | -                 | -                  | -                   | -                 | -                   |
|                         | <u>\$ (237,556)</u> | <u>\$ 257,696</u> | <u>\$ (20,140)</u> | <u>\$ (130,453)</u> | <u>\$ 427,067</u> | <u>\$ (296,614)</u> |

**15. Volunteer Services**

The operations of the RHA utilize services of many volunteers. Because of the difficulty in determining the fair market value of these donated services, the value of these donated services is not recognized in the financial statements.

CYPRESS REGIONAL HEALTH AUTHORITY  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
As at March 31, 2004

**16. Community Generated Funds**

Under the terms of the pre-amalgamation agreement, the RHA has agreed to hold community-generated assets in trust. The Board established a separate fund for the assets of each trust. Health corporations formerly held these assets before amalgamating with the Board. The assets are interest bearing with the interest credited to the trust balance. The Board presently administers \$1,431,708 (2003 - \$1,439,702) under these agreements. The assets are not property of the RHA and are therefore not included as part of the assets of the Board.

Following is the status of the trust funds at March 31, 2004:

Each trust fund has a "Trust Advisory Committee" which is appointed by the various towns, villages, hamlets, and rural municipalities served by the pre-amalgamation agency. The trust funds are for the benefit of the ratepayers of the various municipalities and shall be used for health related purposes. The committees have the power to establish rules and procedures and the majority decision of the committees shall be binding upon the RHA with respect to any use of the trust fund.

# CYPRESS REGIONAL HEALTH AUTHORITY

## Schedule of Expenses

For the Year Ending March 31, 2004

Schedule 1

|                                        | Budget 2004          | 2004                 | 2003<br>(Note 10)    |
|----------------------------------------|----------------------|----------------------|----------------------|
| <b>Operating:</b>                      |                      |                      |                      |
| Benefits                               | 7,816,791            | 7,637,955            | 7,105,805            |
| Board Costs                            | 140,000              | 101,250              | 113,237              |
| Diagnostic Imaging Supplies            | 226,109              | 207,349              | 308,297              |
| Drugs                                  | 801,050              | 891,231              | 732,295              |
| Food                                   | 1,433,408            | 1,531,092            | 1,309,807            |
| Grants to ambulance services           | 797,468              | 806,913              | 783,137              |
| Grants to third parties                | 2,765,010            | 2,949,530            | 2,549,059            |
| Housekeeping and laundry supplies      | 566,812              | 649,556              | 443,608              |
| Information technology contracts       | 177,239              | 161,785              | 76,104               |
| Insurance                              | 198,707              | 207,145              | 143,439              |
| Interest                               | 5,500                | 6,518                | 33                   |
| Laboratory supplies                    | 575,025              | 715,156              | 510,065              |
| Medical and surgical supplies          | 1,372,784            | 1,438,976            | 1,692,881            |
| Medical remuneration and benefits      | 3,577,482            | 4,293,305            | 3,143,387            |
| Office supplies and other office costs | 877,336              | 907,457              | 1,423,620            |
| Other                                  | 859,253              | 752,701              | 751,032              |
| Other referred out services            | 54,795               | 38,220               | 31,087               |
| Professional fees                      | 521,469              | 439,544              | 325,230              |
| Prosthetics                            | 160,000              | 176,969              | 195,664              |
| Purchased services                     | 77,351               | 42,250               | 223,628              |
| Rent/lease costs                       | 324,530              | 398,781              | 275,419              |
| Repairs and maintenance                | 962,532              | 881,578              | 1,175,402            |
| Salaries                               | 43,774,493           | 45,744,539           | 41,943,910           |
| Service contracts                      | 243,080              | 241,317              | 239,054              |
| Travel                                 | 890,255              | 783,337              | 847,717              |
| Utilities                              | 1,443,416            | 1,634,281            | 1,425,483            |
|                                        | <u>\$ 70,641,896</u> | <u>\$ 73,638,746</u> | <u>\$ 67,768,400</u> |
| <b>Restricted :</b>                    |                      |                      |                      |
| Amortization                           |                      | \$ 1,437,286         | \$ 1,798,288         |
| Loss on disposal of fixed assets       |                      |                      | (9,799)              |
| Mortgage interest expense              |                      | 158,058              | 165,662              |
| Other                                  |                      |                      | 120,807              |
|                                        |                      | <u>\$ 1,595,344</u>  | <u>\$ 2,074,958</u>  |

# Schedule 2

## Restricted Investments

### Cash and Short Term

#### Chequing and Savings :

|                                    |    |           |  |  |
|------------------------------------|----|-----------|--|--|
| CuCorp                             | \$ | 498,611   |  |  |
| Royal Bank (Shaunavon)             |    | 1,110,841 |  |  |
| Sandhills Credit Union (Leader)    |    | 132,967   |  |  |
| Bank of Montreal (Maple Creek)     |    | 14,523    |  |  |
| Cypress Credit Union (Maple Creek) |    | 38,843    |  |  |
| Credit Union (Eastend)             |    | 160,634   |  |  |
| Royal Bank (Climax)                |    | 26,065    |  |  |
| Herbert Credit Union               |    | 12,637    |  |  |
| CIBC (Mankota)                     |    | 3,650     |  |  |
|                                    | \$ | 1,998,790 |  |  |

#### Term Deposits:

|                      |    |           |          |       |
|----------------------|----|-----------|----------|-------|
| Herbert Credit Union | \$ | 60,000    | 14/03/05 | 1.05% |
| CIBC (Mankota)       |    | 55,000    | 23/07/04 | 1.90% |
| CIBC (Mankota)       |    | 35,000    | 06/06/05 | 1.55% |
|                      | \$ | 150,000   |          |       |
|                      | \$ | 2,148,790 |          |       |

#### Long Term

|                                     |    |         |          |       |
|-------------------------------------|----|---------|----------|-------|
| Cypress Credit Union (Maple Creek)  | \$ | 520,000 | 28/03/07 | 3.65% |
| Cypress Credit Union (Maple Creek)  |    | 120,460 | 11/12/05 | 6.25% |
| Sask Savings Bond (Capital portion) |    | 65,552  | 15/07/05 | 5.75% |
|                                     | \$ | 706,012 |          |       |

#### Total Restricted Investments

\$ 2,854,802

## Unrestricted Investments

### Cash and short-term investments

#### Chequing and Savings

|                         |           |           |  |
|-------------------------|-----------|-----------|--|
| CuCorp                  | 3,220,692 |           |  |
| Royal Bank (Shaunavon)  | 22,554    |           |  |
| Credit Union (Eastend)  | 993       |           |  |
| CIBC (Maple Creek)      | 599       |           |  |
| CIBC (Leader)           | 3,441     |           |  |
| Petty Cash              | 7,470     |           |  |
| Petty Cash (Trust)      | 1,150     |           |  |
| RBC Dominion Securities | 663,620   |           |  |
| BMO Nesbitt Burns       | 391       |           |  |
|                         | \$        | 4,141,110 |  |

#### Short Term Investments

|                    |         |           |       |
|--------------------|---------|-----------|-------|
| Sask Savings Bonds | 56,150  | 15/07/04  | 5.00% |
| Bank of Montreal   | 23,775  | 19/01/05  | 6.65% |
| Care Trust         | 209,428 | 16/08/04  |       |
|                    | \$      | 289,353   |       |
|                    | \$      | 4,430,463 |       |

#### Long Term

|                                       |    |         |          |       |
|---------------------------------------|----|---------|----------|-------|
| Sask Savings Bond (Operating portion) | \$ | 231,821 | 15/07/05 | 5.75% |
| Canada Savings Bond                   |    | 45,000  | 01/11/06 | 2.00% |
| National Bank of Canada               |    | 12,500  | 29/01/07 | 5.05% |
| Canada Savings Bond                   |    | 200,000 | 01/11/07 | 6.25% |
| Various Membership Equities           |    | 14,650  |          |       |
|                                       | \$ | 503,972 |          |       |

#### Total Unrestricted Investments

\$ 4,934,435

#### Total Investments

\$ 7,789,237

Restricted Investments consist of community generated funds transferred to the RMA and held in the Community Trust Fund (Schedule 3); and replacement reserves maintained under mortgage agreements with Canada Mortgage and Housing Corporation (CMHC) and/or Saskatchewan Housing Corporation (A division of Saskatchewan Municipal Government)(SHC) are held in the Capital Fund (Schedule 4)

# CYPRESS REGIONAL HEALTH AUTHORITY

## Schedule of Externally Restricted Funds

For the Year Ended March 31, 2004

Schedule 3

### OPERATING FUND

|                 | Balance,<br>beginning<br>of year | Investment<br>Income | Additions &<br>Donations | Expenses        | Withdrawals | Balance,<br>end of<br>of year |
|-----------------|----------------------------------|----------------------|--------------------------|-----------------|-------------|-------------------------------|
| Palliative Care | \$ 30,213                        | \$ 106               | \$ 22,064                | \$ 3,684        |             | \$ 48,698                     |
| <b>Total</b>    | <b>\$ 30,213</b>                 | <b>\$ 106</b>        | <b>\$ 22,064</b>         | <b>\$ 3,684</b> | <b>\$ -</b> | <b>\$ 48,698</b>              |

### CAPITAL FUND

|                   | Balance,<br>beginning<br>of year | Investment<br>Income | Additions &<br>Donations | Expenses          | Withdrawals | Balance,<br>end of<br>of year |
|-------------------|----------------------------------|----------------------|--------------------------|-------------------|-------------|-------------------------------|
| Donations         | \$ 306,691                       | \$ 8,477             | \$ 151,080               | \$ 228,002        |             | \$ 238,246                    |
| SHIN Capital Fund | 251,078                          | 6,774                |                          |                   |             | 257,852                       |
| <b>Total</b>      | <b>\$ 557,769</b>                | <b>\$ 15,251</b>     | <b>\$ 151,080</b>        | <b>\$ 228,002</b> | <b>\$ -</b> | <b>\$ 496,098</b>             |

### COMMUNITY TRUST FUND

|                                      | Balance,<br>beginning<br>of year | Investment<br>Income | Additions &<br>Donations | Expenses        | Withdrawals      | Balance,<br>end of<br>of year |
|--------------------------------------|----------------------------------|----------------------|--------------------------|-----------------|------------------|-------------------------------|
| Leader Hospital                      | \$ 127,970                       | \$ 1,762             |                          |                 | \$ 20,140        | \$ 109,600                    |
| Maple Creek Hospital                 | 546,170                          | 2,259                |                          |                 |                  | 548,430                       |
| Shaunavon Hospital & Care Centre     | 245,291                          | 6,618                |                          |                 |                  | 251,909                       |
| Cypress Lodge                        | 140,098                          | 5,298                |                          |                 |                  | 145,396                       |
| Eastend Wolf Willow Health Centre    | 159,329                          | 1,320                |                          | 15              |                  | 160,634                       |
| Western Senior Citizens Home         | 23,227                           | 140                  |                          |                 |                  | 23,367                        |
| Border Health Centre                 | 25,400                           | 685                  |                          |                 |                  | 26,085                        |
| Herbert/Morse Hospital               | 78,302                           | 1,235                |                          | 6,900           |                  | 72,637                        |
| Prairie View Health Centre (Mankota) | 93,906                           | 1,114                |                          | 1,369           |                  | 93,650                        |
| <b>Total</b>                         | <b>\$ 1,439,702</b>              | <b>\$ 20,430</b>     | <b>\$ -</b>              | <b>\$ 0,284</b> | <b>\$ 20,140</b> | <b>\$ 1,431,708</b>           |

# CYPRESS REGIONAL HEALTH AUTHORITY

## Schedule of Internally Restricted Funds

(Capital and Operating Fund Equity)

For the Year Ended March 31, 2004

### Schedule 4

#### OPERATING FUND

| Items in Fund                  | Balance,<br>beginning<br>of year | Investment<br>Income | Donations   | Expenses        | Withdrawals | Balance,<br>end of<br>of year |
|--------------------------------|----------------------------------|----------------------|-------------|-----------------|-------------|-------------------------------|
| Home Care Education            | \$ 12,405                        |                      |             | \$ 4,445        |             | \$ 7,960                      |
| Addiction Services             | 6,844                            |                      |             |                 |             | 6,844                         |
| Education Reserves             | 81,468                           |                      |             |                 |             | 81,468                        |
| Home Care Stabilization        | 223,005                          |                      |             |                 |             | 223,005                       |
| Information Technology Reserve | 43,505                           |                      |             |                 |             | 43,505                        |
| <b>Total</b>                   | <b>\$ 347,227</b>                | <b>\$ -</b>          | <b>\$ -</b> | <b>\$ 4,445</b> | <b>\$ -</b> | <b>\$ 362,782</b>             |

#### CAPITAL FUND

| Items in Fund                        | Balance,<br>beginning<br>of year | Investment<br>Income | Received<br>From Health | Expenses          | Withdrawals      | Balance,<br>end of<br>of year |
|--------------------------------------|----------------------------------|----------------------|-------------------------|-------------------|------------------|-------------------------------|
| Cypress Regional Hospital Fire Code  | \$ 400,000                       |                      |                         |                   |                  | \$ 400,000                    |
| Ambulance Replacement                | 161,037                          | 4,337                |                         |                   | 66,368           | 99,006                        |
| Maple Creek Fire Code                | 47,000                           |                      |                         | 26,900            |                  | 20,100                        |
| Eastend Wolf Willow Health Centre    | 48,599                           | 1,311                |                         |                   |                  | 49,911                        |
| Information Technology Reserve       | 10,151                           |                      |                         |                   |                  | 10,151                        |
| CT Scan                              |                                  |                      | 700,000                 |                   |                  | 700,000                       |
| Regional Hospital Capital funding    |                                  |                      | 500,000                 |                   |                  | 500,000                       |
| Gulf Lake Project funding            |                                  |                      | 80,730                  |                   |                  | 80,730                        |
| Provincial Capital Equipment funding |                                  |                      | 500,000                 | 412,240           |                  | 87,760                        |
| <b>Total</b>                         | <b>\$ 666,787</b>                | <b>\$ 5,648</b>      | <b>\$ 1,780,730</b>     | <b>\$ 439,140</b> | <b>\$ 66,368</b> | <b>\$ 1,947,658</b>           |

#### CAPITAL FUND - CMHC Replacement Reserves

| Items in Fund                 | Balance,<br>beginning<br>of year | Investment<br>Income | Annual<br>Allocation | Transfer to<br>unrestricted<br>fund expenses | Transfer to<br>investment in<br>capital asset<br>fund balance | Balance,<br>end of<br>of year |
|-------------------------------|----------------------------------|----------------------|----------------------|----------------------------------------------|---------------------------------------------------------------|-------------------------------|
| Cypress Lodge                 | \$ 172,433                       | \$ 4,707             |                      |                                              | \$ (51,549)                                                   | \$ 125,591                    |
| Gulf Lake Special Care Centre | 51,911                           | 2,149                |                      |                                              | 41,940                                                        | 96,000                        |
| Western Senior Citizen Home   | 65,055                           | 1,775                |                      |                                              | 9,609                                                         | 76,440                        |
| <b>Total</b>                  | <b>\$ 289,400</b>                | <b>\$ 8,631</b>      | <b>\$ -</b>          | <b>\$ -</b>                                  | <b>\$ -</b>                                                   | <b>\$ 298,031</b>             |

The RHA is required to maintain certain replacement reserves as a condition of receiving a subsidized mortgage from the Saskatchewan Housing Corporation.

The above schedule reflects the changes in these reserve balances during the year.

# CYPRESS REGIONAL HEALTH AUTHORITY

## CONSOLIDATED SCHEDULES OF BOARD REMUNERATION, BENEFITS, AND ALLOWANCES

For the year ended March 31, 2004

### Schedule 5

|                               | 2004                 |                       |                             |                   | 2003                |                           |                   |  |
|-------------------------------|----------------------|-----------------------|-----------------------------|-------------------|---------------------|---------------------------|-------------------|--|
| Board Member                  | Retainer & Per Diems | Benefits <sup>1</sup> | Other Expenses <sup>4</sup> | Total             | Retainer & Per Diem | Benefits & other Expenses | Total             |  |
| <b>Chairperson</b>            |                      |                       |                             |                   |                     |                           |                   |  |
| Lafreniere, Dennis            | \$ 39,010            | \$ 1,799              | \$ 5,026                    | \$ 45,834         | \$ 27,601           | \$ 5,671                  | \$ 33,273         |  |
| Deg, Bruce <sup>2</sup>       | -                    | -                     | -                           | -                 | 2,647               | 369                       | 3,016             |  |
| Tumbach, Dolores <sup>2</sup> | -                    | -                     | -                           | -                 | 2,560               | 19                        | 2,579             |  |
| <b>Board Member</b>           |                      |                       |                             |                   |                     |                           |                   |  |
| Benison, James <sup>3</sup>   | 6,440                | (31)                  | 2,326                       | 8,735             | 6,020               | 2,710                     | 8,730             |  |
| Binette, Eliennette           | -                    | -                     | -                           | -                 | 660                 | 305                       | 965               |  |
| Campbell, Blake               | -                    | -                     | -                           | -                 | 960                 | 665                       | 1,625             |  |
| Cote, Yvette                  | -                    | -                     | -                           | -                 | 465                 | 73                        | 538               |  |
| David, Lloyd                  | -                    | -                     | -                           | -                 | 638                 | 20                        | 658               |  |
| Deg, Bruce <sup>3</sup>       | 6,427                | 226                   | 1,599                       | 8,252             | 6,050               | 1,968                     | 8,018             |  |
| Donnelly, Lois <sup>1</sup>   | 3,150                | 101                   | 123                         | 3,374             | 6,200               | 558                       | 6,758             |  |
| Dyck, George                  | -                    | -                     | -                           | -                 | 640                 | 313                       | 953               |  |
| Eichhorn, Blair               | -                    | -                     | -                           | -                 | 180                 | -                         | 180               |  |
| Ekdahl, Randy                 | -                    | -                     | -                           | -                 | 800                 | 25                        | 825               |  |
| Elderkin, Barry <sup>3</sup>  | 7,172                | 260                   | 2,836                       | 10,267            | 6,270               | 2,896                     | 9,166             |  |
| Etter, Shirley <sup>3</sup>   | 4,308                | 180                   | 1,800                       | 6,288             | 875                 | 292                       | 1,167             |  |
| Ford, Peggy                   | -                    | -                     | -                           | -                 | 844                 | 111                       | 955               |  |
| Gader, Alec                   | -                    | -                     | -                           | -                 | 875                 | 215                       | 1,090             |  |
| Goddard, Betty <sup>3</sup>   | 5,358                | -                     | 1,129                       | 6,486             | 4,445               | 814                       | 5,259             |  |
| Heeg, Ronald <sup>1</sup>     | 5,537                | -                     | 359                         | 5,896             | 5,900               | 415                       | 6,315             |  |
| Henderson, Phil               | -                    | -                     | -                           | -                 | 875                 | 32                        | 907               |  |
| Hovde, Carol                  | -                    | -                     | -                           | -                 | 465                 | 150                       | 615               |  |
| Johnson, Ronald <sup>1</sup>  | 8,036                | 294                   | 2,959                       | 11,289            | 6,830               | 3,761                     | 10,591            |  |
| Lemire, Karen                 | -                    | -                     | -                           | -                 | 844                 | 147                       | 991               |  |
| MacArthur, Allan <sup>3</sup> | 9,567                | 381                   | 2,365                       | 12,314            | 6,900               | 2,140                     | 9,040             |  |
| Martens, Gordon               | -                    | -                     | -                           | -                 | 400                 | 19                        | 419               |  |
| Porter, Bob                   | -                    | -                     | -                           | -                 | 625                 | -                         | 625               |  |
| Quintin, Tamara               | -                    | -                     | -                           | -                 | 875                 | 16                        | 891               |  |
| Sabey, Guy                    | -                    | -                     | -                           | -                 | 875                 | 70                        | 945               |  |
| Salmon, Donald                | -                    | -                     | -                           | -                 | 888                 | -                         | 888               |  |
| Smith, Dean <sup>3</sup>      | 1,750                | 60                    | 233                         | 2,043             | 6,080               | 1,972                     | 8,052             |  |
| Stenstrom, Oscar              | -                    | -                     | -                           | -                 | 875                 | 32                        | 907               |  |
| Thibault, Alma <sup>3</sup>   | 4,105                | 18                    | 824                         | 4,946             | 6,757               | 2,160                     | 8,917             |  |
| Tumbach, Dolores              | -                    | -                     | -                           | -                 | 2,725               | 1,889                     | 4,614             |  |
| Turner, Bert                  | -                    | -                     | -                           | -                 | 465                 | 154                       | 619               |  |
| Wenaas, Shirley               | -                    | -                     | -                           | -                 | 875                 | 198                       | 1,073             |  |
| West, Dan                     | -                    | -                     | -                           | -                 | 505                 | 219                       | 724               |  |
| Whiteside, Brian              | 400                  | 13                    | -                           | 413               | 750                 | 16                        | 766               |  |
| <b>Total</b>                  | <b>\$ 101,259</b>    | <b>\$ 3,302</b>       | <b>\$ 21,578</b>            | <b>\$ 126,138</b> | <b>\$ 113,237</b>   | <b>\$ 30,416</b>          | <b>\$ 143,653</b> |  |

(1) Benefits includes employer CPP

(2) Term expired July 31, 2002

(3) Includes expenses while sitting as a member of the Regional Health Authority Planning Committee in 2002

(4) Includes reimbursement of misc expenses, meals, kilometer travel fees, hotels

**CYPRESS REGIONAL HEALTH AUTHORITY**  
**CONSOLIDATED SCHEDULES OF**  
**SENIOR MANAGEMENT SALARIES, BENEFITS, ALLOWANCES AND SEVERANCE**  
For the year ended March 31, 2004

**Schedule 5**

2004

|                                            | Number<br>of FTE's | Benefits              |                           |                     | Severance          |                  |                     |
|--------------------------------------------|--------------------|-----------------------|---------------------------|---------------------|--------------------|------------------|---------------------|
|                                            |                    | Salaries <sup>1</sup> | & Allowances <sup>2</sup> | Subtotal            | Number<br>of FTE's | Amount           | Total               |
| Chief Executive Officer                    | 1                  | \$ 122,594            | \$ 12,685                 | \$ 135,279          |                    |                  | \$ 135,279          |
| Dir of Executive & Board Support           | 1                  | 50,069                | 7,581                     | 57,650              |                    |                  | 57,650              |
| Exec. Dir of Communications                | 1                  | 73,341                | 8,222                     | 81,563              |                    |                  | 81,563              |
| Exec Dir of Community Services             | 1                  | 89,037                | 9,852                     | 98,889              |                    |                  | 98,889              |
| Exec. Dir. Of Decision Support             | 1                  | 96,018                | 11,451                    | 107,468             |                    |                  | 107,468             |
| Exec. Dir of Finance                       | 1                  | 96,004                | 10,165                    | 106,169             |                    |                  | 106,169             |
| Exec. Dir of Human Resources               | 1                  | 88,845                | 11,331                    | 100,176             | 1                  | 83,274           | 183,450             |
| Sr. Exec. Dir. Of Health Services          | 1                  | 104,540               | 11,160                    | 115,699             |                    |                  | 115,699             |
| Director of Health Services                | 1                  |                       |                           | -                   |                    |                  | -                   |
| Chief of Staff                             |                    | 86,667                |                           | 86,667              |                    |                  | 86,667              |
| Medical Health Officer                     | 1                  | 175,941               | 14,015                    | 189,955             |                    |                  | 189,955             |
| <b>Health Districts prior amalgamation</b> |                    |                       |                           |                     |                    |                  |                     |
| Swift Current Health District              |                    |                       |                           |                     |                    |                  |                     |
| Southwest Health District                  |                    |                       |                           |                     |                    |                  |                     |
| Rolling Hills Health District              |                    |                       |                           |                     |                    |                  |                     |
| <b>Total</b>                               | <b>10</b>          | <b>\$ 983,055</b>     | <b>\$ 96,460</b>          | <b>\$ 1,079,515</b> | <b>\$ 1</b>        | <b>\$ 83,274</b> | <b>\$ 1,162,789</b> |

2003

|                                            | Number<br>of FTE's | Salaries<br>Benefits<br>& Allowances |                   | Severance           | Total |
|--------------------------------------------|--------------------|--------------------------------------|-------------------|---------------------|-------|
|                                            |                    |                                      |                   |                     |       |
| Chief Executive Officer                    | 1                  | \$ 95,229                            | \$ -              | \$ 95,229           |       |
| Dir of Executive & Board Support           | 1                  | 34,315                               | -                 | 34,315              |       |
| Exec. Dir of Communications                | 1                  | 16,511                               | -                 | 16,511              |       |
| Exec Dir of Community Services             | 1                  | 60,101                               | -                 | 60,101              |       |
| Exec. Dir. Of Decision Support             | 1                  | 64,186                               | -                 | 64,186              |       |
| Exec. Dir of Finance                       | 1                  | 55,668                               | -                 | 55,668              |       |
| Exec. Dir of Human Resources               | 1                  | 56,070                               | -                 | 56,070              |       |
| Sr. Exec. Dir. Of Health Services          | 1                  | 69,274                               | -                 | 69,274              |       |
| Director of Health Services                |                    |                                      | -                 | -                   |       |
| Chief of Staff                             |                    | 77,166                               | -                 | 77,166              |       |
| Medical Health Officer                     | 1                  | 110,214                              | -                 | 110,214             |       |
| <b>Health Districts prior amalgamation</b> |                    |                                      |                   |                     |       |
| Swift Current Health District              | 10                 | 274,700                              | 111,691           | 386,391             |       |
| Southwest Health District                  | 2                  | 56,136                               |                   | 56,136              |       |
| Rolling Hills Health District              | 3                  | 88,084                               |                   | 88,084              |       |
| <b>Total</b>                               | <b>24</b>          | <b>\$1,057,654</b>                   | <b>\$ 111,691</b> | <b>\$ 1,169,345</b> |       |

- (1) Salaries include regular base pay, lumpsum payments, honorariums, and any other direct cash remuneration including sick leave and vacation  
(2) Benefits and allowances include the employer's share of statutory and non-statutory benefits, and employee's taxable allowances



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[info@cypressrha.ca](mailto:info@cypressrha.ca)

Website: [www.cypressrha.ca](http://www.cypressrha.ca)

Quality Care Coordinator  
(health service concerns,  
comments, bouquets):  
1-888-461-7443  
or  
(306) 778-5169



# **Annual Report For the Year Ending March 31, 2004**

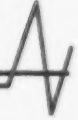
## ***ADDENDUM: Payee Disclosure List***

*Together – Your Health, Our Future*





# CYPRESS HEALTH REGION



## **Payee Disclosure Lists For the fiscal year ending March 31, 2004**

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### **INTRODUCTION**

Payments related to employees and other individuals who provide personal services, board members, suppliers and third party agencies are disclosed based on the same minimum thresholds used by Government of Saskatchewan entities. Reporting and tabling this list provides the opportunity for Regional Health Authorities to be accountable for the public funds that they receive.

The *Payee Disclosure Lists* included within this Addendum include the following:

#### **1) Personal Services**

This includes the list of individuals who received \$2,500 or more for salaries, wages, honoraria, and compensation for personal service. Individuals who received less than \$2,500 are grouped.

This list includes unionized and non-unionized individuals.

#### **2) Transfers**

This includes the list of recipients who received \$5,000 or more. Details are not provided for programs of a confidential and personal nature.

#### **3) Supplier Payments**

This includes the list of payees who received \$20,000 or more for the provision of goods and/or services.



**CYPRESS HEALTH REGION**  
Personal Services Payment Listing Fiscal 2003-04

| Last Name    | First Name | AMOUNT    | Last Name | First Name | AMOUNT    |
|--------------|------------|-----------|-----------|------------|-----------|
| ACHTEMICHUK  | LAWRENCE   | \$ 37,728 | AUGER     | ROSE       | \$ 35,854 |
| ACTON        | MELISSA    | 8,225     | AUSMUS    | VALERIE    | 27,257    |
| ADAIR        | VERONICA   | 33,031    | BABA      | LILLIAN    | 9,410     |
| ADAIR        | GAIL       | 27,980    | BABCOCK   | LILLIAN    | 23,642    |
| ADAMS        | VALERIE    | 2,835     | BACHMEIER | JOYCE      | 20,033    |
| ADAMSON      | JUDITH     | 17,446    | BACK      | MARTIN     | 29,057    |
| ADASHYNSKI   | BETH       | 74,271    | BACKSTROM | JACQUELIN  | 26,394    |
| AIKENS       | HELEN      | 30,085    | BACKSTROM | LESLIE     | 8,989     |
| ALBRECHT     | AUDREY     | 28,248    | BACON     | LYNN       | 33,066    |
| ALDAG        | MARLENE    | 30,933    | BAILEY    | DIANNE     | 31,887    |
| ALEXANDER    | PATRICIA   | 6,160     | BAILEY    | LAVONE     | 18,078    |
| ALLEMAND     | LEANNA     | 3,092     | BAILEY    | PATSY      | 2,740     |
| ALLISON      | JOANN      | 18,385    | BAIN      | GORDON     | 35,196    |
| ALLSEN       | LARRY      | 85,026    | BAKKE     | BLANCHE    | 18,849    |
| ALTO         | JULIE      | 56,897    | BALDWIN   | JENNIFER   | 4,778     |
| ALTWASSER    | DARCY      | 54,870    | BALFOUR   | MICHELLE   | 35,463    |
| AMAN         | RALPH      | 47,753    | BALLAGH   | MARLENE    | 49,026    |
| AMAN         | KAREN      | 21,708    | BANDA     | DAWNE      | 7,966     |
| AMES         | EVELYN     | 13,712    | BANG      | ANN        | 31,641    |
| AMTHOR       | DEANNA     | 28,212    | BANKS     | DR. M.     | 22,500    |
| ANDERSON     | KATHLEEN   | 61,358    | BANMAN    | LINDSAY    | 3,323     |
| ANDERSON     | MARY       | 57,479    | BARDAHL   | PATRICIA   | 67,746    |
| ANDERSON     | TODD       | 56,308    | BARKER    | BETTY      | 32,538    |
| ANDERSON     | GARY       | 48,557    | BARON     | CHARLENE   | 28,805    |
| ANDERSON     | IRENE      | 39,263    | BARON     | EARL       | 25,029    |
| ANDERSON     | JUDY       | 33,067    | BARRON    | SYLVIA     | 69,724    |
| ANDERSON     | JANICE     | 30,237    | BARSNESS  | CAROL      | 20,924    |
| ANDERSON     | SHERRYL    | 29,939    | BARSNESS  | CONNIE     | 2,684     |
| ANDERSON     | CORALEE    | 15,214    | BASCOM    | NANCY      | 30,224    |
| ANDERSON     | CAMMIE     | 5,701     | BASCOM    | JEAN MARY  | 2,726     |
| ANDREAS      | DAPHNE     | 111,056   | BAUER     | MICHELLE   | 22,420    |
| ANDREAS      | SUSAN      | 31,675    | BAUER     | PETER      | 5,871     |
| ANDREAS      | MARLYS     | 30,041    | BAULKHAM  | LESA       | 6,742     |
| ANDREAS      | PAULETTE   | 28,188    | BAUMANN   | LESLIE     | 56,799    |
| ANDREAS      | THERESA    | 26,799    | BAUMANN   | CAROL      | 32,753    |
| ANDRES       | MYRNA      | 46,994    | BEAUDOIN  | PAULETTE   | 29,779    |
| ANDRES       | TERRI      | 29,726    | BECHAL    | GAIL       | 3,137     |
| ANDREWS      | DIANA      | 64,393    | BECKER    | JOAN       | 27,571    |
| ANDRZEJEWSKI | PHILIPPE   | 19,322    | BECKER    | NICOLE     | 7,816     |
| ANHORN       | MARLENE    | 9,174     | BEISEL    | CYNTHIA    | 31,583    |
| ANTON        | WANDA      | 7,578     | BEISEL    | SHARON     | 31,242    |
| APPLEYARD    | RITA       | 37,065    | BEISEL    | MARGARET   | 15,957    |
| ARENDT       | KATHERINE  | 9,486     | BELON     | RANDY      | 91,919    |
| ARGUE        | MARGARET   | 36,642    | BELON     | CHRISTINE  | 20,617    |
| ARMSTRONG    | SHANNON    | 62,979    | BENISON   | JAMES      | 8,766     |
| ARMSTRONG    | NADINE     | 45,406    | BENJAMIN  | IRENE      | 32,746    |
| ARMSTRONG    | LORRAINE   | 31,427    | BENJAMIN  | CAROLE     | 31,424    |
| ARMSTRONG    | RHONDA     | 22,601    | BENNETT   | KAREN      | 22,301    |
| ARMSTRONG    | DIXIE      | 22,272    | BENNETT   | DOROTHY    | 17,306    |
| ARMSTRONG    | SHERRY     | 11,544    | BENNETT   | VICKY      | 15,236    |
| ARNOLD       | JANINE     | 57,716    | BENNETT   | ELLEN      | 5,411     |
| ARNOLD       | CORINNE    | 40,793    | BERG      | DOROTHY    | 39,649    |
| ARNOLD       | LAVADA     | 21,129    | BERG      | KAREN      | 30,862    |
| ARWINI       | DR. M.     | 241,528   | BERG      | LISA       | 15,221    |
| ASHTEKAR     | DR. V.     | 147,103   | BERGER    | JOCELYNN   | 28,744    |
| ASHTON       | SHAUNA     | 12,310    | BERGQUIST | DAWN       | 32,631    |
| AUDETTE      | COLLEEN    | 16,796    | BERNER    | DORRAINE   | 30,952    |

**CYPRESS HEALTH REGION**  
Personal Services Payment Listing Fiscal 2003-04

| Last Name  | First Name | AMOUNT  | Last Name   | First Name | AMOUNT  |
|------------|------------|---------|-------------|------------|---------|
| BESPLUG    | BETTY-ANN  | 18,864  | BROWN       | LYNETTE    | 49,810  |
| BESPLUG    | MARILYN    | 29,180  | BROWN       | LEANNE     | 42,355  |
| BHARDWAJ   | DR. A.     | 259,698 | BROWN       | LANA       | 28,682  |
| BHARDWAJ   | DR. D.     | 256,763 | BROWN       | LINDA      | 12,013  |
| BIDAUX     | JOYCE      | 25,600  | BROWN       | MAUREEN    | 4,022   |
| BIDWELL    | TELEAH     | 27,140  | BROWNE      | GRANT      | 40,825  |
| BIECH      | DEBBIE     | 19,937  | BUBYN       | PATRICIA   | 29,162  |
| BIEM       | MARGARET   | 28,258  | BUCHANAN    | PATRICIA   | 85,028  |
| BILDFELL   | ANGELA     | 48,109  | BUCHELER    | LEORA      | 3,387   |
| BILLINGTON | JANICE     | 35,076  | BUCKTON     | CONNIE     | 2,614   |
| BISCHOFF   | GLYNIS     | 14,798  | BUDD        | ELLEN      | 15,287  |
| BISHOFF    | MARY ANN   | 12,695  | BURGESS     | MARILYNN   | 30,341  |
| BITZ       | DONNA      | 38,876  | BURGESS     | EVELYN     | 16,902  |
| BLACKWELL  | MELISSA    | 25,569  | BURNETT     | WANDA      | 41,935  |
| BLAKE      | KAREN      | 24,621  | BURNS       | TERRIE     | 13,002  |
| BLOHM      | DOUGLAS    | 30,955  | BURTON      | SUSAN      | 60,318  |
| BLOHM      | RYAN       | 11,726  | BURTON      | VALERIE    | 38,435  |
| BLOMME     | LISA       | 8,316   | BURTON      | ALMA       | 28,517  |
| BLYDO      | KATHERINE  | 21,295  | BURTON      | CONNIE     | 3,058   |
| BOKOR      | ELFRIEDA   | 60,741  | BUSSE       | RHONDA     | 24,528  |
| BOLDING    | LAUREEN    | 32,887  | BUSSE       | YOLANDE    | 2,535   |
| BOLTON     | ERIN       | 50,900  | BUTTON      | WAYNE      | 107,689 |
| BOMERSINE  | MARILYN    | 3,818   | BYE         | DIANNA     | 19,649  |
| BONNEVILLE | FRANCES    | 32,346  | BYMOEN      | CRAIG      | 38,105  |
| BOOTH      | DWIGHT     | 76,496  | BYMOEN      | BETTY ANN  | 31,860  |
| BORUCH     | SHEILA     | 33,451  | CAMERON     | KATHY      | 59,622  |
| BOS        | DARLENE    | 34,658  | CAMMER      | NOREEN     | 37,347  |
| BOTH       | JEAN       | 28,672  | CAMPBELL    | COLLEEN    | 75,974  |
| BOURLON    | DIANE      | 22,624  | CAMPBAUG    | CYNTHIA    | 27,528  |
| BOUVIER    | PAULETTE   | 32,201  | CARD        | RUTH       | 43,737  |
| BOWDITCH   | DEBRA      | 25,438  | CARDUNER    | SHIRLEY    | 32,053  |
| BOWER      | JOHN       | 73,874  | CAREY       | BRENDA     | 4,461   |
| BOWERS     | MARGARET   | 51,223  | CARLETON    | MYRA       | 69,527  |
| BOWLES     | MARGARET   | 10,421  | CARLETON    | FAUNA      | 39,929  |
| BOYER      | KRISTIE    | 13,095  | CARLETON    | GLENDA     | 29,211  |
| BOYSON     | LETITIA    | 22,605  | CARLETON    | SHANNON    | 18,913  |
| BRAATEN    | DAWN       | 37,715  | CARLSON     | PETRA      | 27,041  |
| BRABENDER  | JBEATRICE  | 69,920  | CARLSON     | CINDY      | 26,882  |
| BRADLEY    | RHONDA     | 33,286  | CARLSON     | LARRY      | 6,587   |
| BRADLEY    | BETTE      | 20,105  | CARNELL     | CATHERINE  | 4,618   |
| BRADLEY    | LORRAINE   | 3,961   | CARSON      | ESTELLE    | 24,312  |
| BRADSHAW   | RAYANNE    | 22,862  | CARTWRIGHT  | JENNIFER   | 14,152  |
| BRAGG      | TYLER      | 99,211  | CASCAGNETTE | MARGUERIT  | 61,901  |
| BRAUN      | KAREN      | 33,605  | CASSIDY     | DARLA      | 26,132  |
| BRAUN      | MICHELLE   | 11,141  | CASSIDY     | DEBORAH    | 12,351  |
| BREHM      | KAREN      | 69,696  | CAUSIER     | JERRY      | 24,023  |
| BREHM      | LILA       | 24,994  | CHABOT      | YOLANDE    | 14,913  |
| BRETON     | MARGARET   | 30,811  | CHAPMAN     | JUDY       | 20,587  |
| BRIAND     | DENIS      | 29,508  | CHARNETSKI  | GAIL       | 19,323  |
| BRIDAL     | LINDA      | 36,515  | HELL        | CONOR      | 28,893  |
| BRIGGS     | LEAH       | 7,331   | CHENEY      | ALICIA     | 63,346  |
| BRISEBOIS  | LEETA      | 8,943   | CHEYNE      | JAMES      | 41,228  |
| BROKS      | DIANE      | 72,396  | CHIPURDA    | FRANCES    | 29,465  |
| BROOKS     | SONIA      | 26,299  | CHISHOLM    | JOHN       | 56,744  |
| BROST      | DOREEN     | 30,670  | CHISHOLM    | MARGARET   | 31,246  |
| BROST      | TANYA      | 20,510  | CHISHOLM    | DONNA      | 30,139  |
| BROWN      | PATRICIA   | 64,006  | CHOKANI     | KHAMI      | 169,618 |

**CYPRESS HEALTH REGION**  
Personal Services Payment Listing Fiscal 2003-04

| Last Name  | First Name | AMOUNT | Last Name  | First Name | AMOUNT |
|------------|------------|--------|------------|------------|--------|
| CHOMYSHEN  | JUDITH     | 4,211  | DARROW     | JANNA      | 39,978 |
| CHOW       | TERRY      | 40,022 | DARROW     | WENDY      | 30,953 |
| CHRISTIE   | JEANNE     | 9,085  | DAVID      | LAURIE     | 25,437 |
| CHURCHILL  | VIRGINIA   | 13,332 | DAVIS      | JANET      | 41,975 |
| CLANDENING | TAMMY      | 17,012 | DAVISON    | ROSELLA    | 30,240 |
| CLARK      | DAINA      | 7,876  | DEERING    | JOAN       | 9,823  |
| CLARKE     | TANIA      | 4,121  | DEFOSSE    | SANDRA     | 24,624 |
| CLEGGETT   | SHANNON    | 4,099  | DEG        | ARLENE     | 20,732 |
| CLERMONT   | JEAN       | 26,825 | DEG        | BRUCE      | 8,026  |
| CLERMONT   | JENNIFER   | 22,822 | DEKLERK    | DANA       | 9,946  |
| COBURN     | GWEN       | 40,166 | DEKOWNY    | PATTI      | 43,065 |
| COBURN     | BEVERLEY   | 32,931 | DELORME    | JUDY       | 15,484 |
| COCHRANE   | IDA        | 45,816 | DEMPSEY    | GERALD     | 58,123 |
| COCHRANE   | KELLI ANN  | 11,755 | DEMPSEY    | SHEILA     | 56,007 |
| COCKS      | INEZ       | 9,204  | DEMPSEY    | CHRISTINE  | 7,139  |
| CODERRE    | DEBBIE     | 29,344 | DENESOVYCH | CONSTANCE  | 57,810 |
| CODERRE    | MARY       | 28,378 | DENNEHY    | LOUISE     | 9,501  |
| COENEN     | RHON TA    | 32,481 | DEOBALD    | MARLENE    | 45,465 |
| COHOE      | NANCY      | 33,748 | DEOBALD    | SHIRLEY    | 23,217 |
| COLE       | LINDA      | 44,174 | DEOBALD    | BERNADETTE | 13,371 |
| COLE       | HEATHER    | 40,142 | DERMODY    | MARIE      | 41,777 |
| COLLIER    | ELAINE     | 28,719 | DESCHAMPS  | ROSEANNE   | 25,123 |
| COLLINS    | BONNIE     | 28,527 | DESHAIES   | MARIE      | 65,470 |
| CONNICK    | NORMA      | 63,559 | DICKSON    | JOYCE      | 29,985 |
| COOK       | NORMA      | 28,416 | DIETRICH   | TAMMY      | 46,984 |
| COOKE      | BRIAN      | 35,486 | DIRK       | DONNA      | 9,629  |
| COOPER     | JILL       | 5,071  | DIRK       | GAIL       | 8,577  |
| COREY      | SHIRLEY    | 47,901 | DIRKZWAGER | FRANCES    | 49,192 |
| COREY      | RITA       | 12,749 | DIXON      | SYLVIA     | 32,201 |
| CORNEA     | KAREN      | 29,594 | DOKKEN     | DONNA      | 36,322 |
| CORNELSON  | WENDELL    | 18,323 | DONNELLY   | LOIS       | 3,985  |
| CORNELSON  | CYNTHIA    | 9,503  | DOUGHERTY  | MARIE      | 29,335 |
| COTE       | JULIEANN   | 47,632 | DOWDELL    | PATRICIA   | 21,152 |
| COULTER    | TERRY      | 59,910 | DREVENY    | DARCY      | 5,764  |
| COULTER    | VALERIE    | 58,458 | DRIEDGER   | PAMELA     | 4,383  |
| COURTNEY   | KIM        | 20,472 | DRUMMOND   | CINDY      | 59,225 |
| COWARD     | SALLY      | 29,375 | DRURY      | RAYNA      | 2,785  |
| CRAGG      | LYLA       | 32,401 | DRYDEN     | VERONICA   | 35,883 |
| CRAIG      | LORIE      | 17,545 | DUCLOS     | ELAINE     | 23,790 |
| CREIGHTON  | LINDA      | 60,930 | DUECK      | BRENDA     | 55,477 |
| CROCKETT   | SHARON     | 31,767 | DUECK      | BONITA     | 36,488 |
| CRONAN     | CARLA      | 56,788 | DUECK      | BARRY      | 31,660 |
| CROSS      | JANICE     | 30,128 | DUECK      | TOBY       | 24,978 |
| CROWTER    | KEITH      | 3,487  | DULLE      | BRANDYN    | 56,138 |
| CROZIER    | SHELLY     | 24,622 | DUMONCEAUX | RENA       | 40,665 |
| CUGNET     | NICOLE     | 15,626 | DUNCALFE   | SERENA     | 18,756 |
| CUPPLES    | LYNN       | 31,378 | DUNCAN     | BEVERLEY   | 32,712 |
| CURRENCE   | LOIS       | 4,274  | DUNCAN     | CRYSTAL    | 17,799 |
| CURRIE     | ANDREA     | 26,072 | DUNHAM     | LINDA      | 29,530 |
| CURRY      | MICHELE    | 23,486 | DUNLOP     | DONNA      | 63,746 |
| CURTIS     | HEATHER    | 21,889 | DUNNINGTON | ARLENE     | 48,798 |
| DAFOE      | DOROTHY    | 66,325 | DUNNINGTON | CARYN      | 9,063  |
| DAHL       | KATHLEEN   | 35,326 | DURANT     | MARILYN    | 55,758 |
| DAHL       | GARTH      | 31,684 | DYCK       | CAROL      | 68,902 |
| DAHL       | DENNIS     | 30,123 | DYCK       | RYAN       | 58,153 |
| DALBY      | FRANCINE   | 29,647 | DYCK       | LORIE      | 44,448 |
| DALRYMPLE  | CANDACE    | 9,394  | DYCK       | LARRY      | 44,002 |

# CYPRESS HEALTH REGION

Personal Services Payment Listing Fiscal 2003-04

| Last Name    | First Name | AMOUNT  | Last Name    | First Name | AMOUNT |
|--------------|------------|---------|--------------|------------|--------|
| DYCK         | MARGRETHE  | 37,605  | FERGUSON     | HILDA      | 31,695 |
| DYCK         | GWEN       | 31,759  | FETTES       | JOAN       | 8,342  |
| DYCK         | ISAAC      | 29,898  | FINK         | RITA       | 22,801 |
| DYCK         | DONNA      | 29,184  | FINLAY       | LAURIE     | 3,806  |
| DYCK         | HILDA      | 27,984  | FISHER       | GERTRUDE   | 32,183 |
| DYCK         | DELORIS    | 14,221  | FITZGERALD   | BARBARA    | 61,305 |
| EAST         | KAREN      | 49,423  | FITZPATRICK  | ELAINE     | 54,461 |
| EBNER        | STEPHANIE  | 40,844  | FITZSIMONDS  | CAROLE     | 32,595 |
| EDDY         | CAROL      | 71,827  | FLATERUD     | FLORENCE   | 45,620 |
| EDGAR COZINE | SHELLY     | 82,447  | FLETCHER     | BARBARA    | 22,188 |
| EDGINGTON    | KEVIN      | 27,065  | FLEURY       | BRENDA     | 72,944 |
| EGLAND       | JANETTE    | 12,950  | FLEURY       | DEAN       | 41,565 |
| EHMAN        | LYLE       | 12,756  | FLUKER       | STARLA     | 4,817  |
| EICHHORN     | JOAN       | 23,130  | FLYNN        | PENNY      | 36,200 |
| EICHORST     | CHRIS      | 8,481   | FOLBAR       | AGNES      | 32,104 |
| EISENZIMMER  | ROSALIE    | 32,479  | FORBES       | AUDREY     | 32,269 |
| ELBUNI       | DR. R.     | 30,000  | FORBES       | LORI       | 20,764 |
| ELDERKIN     | BARRY      | 10,607  | FORBES       | NORMA      | 18,825 |
| ELHARD       | MARILYN    | 16,085  | FORBES-EHRET | RENA       | 30,557 |
| ELKELANI     | DR. S.     | 332,411 | FORD         | ANNE       | 6,849  |
| ELLEFSON     | DONNA      | 16,653  | FORSYTHE     | CORRINE    | 33,116 |
| ELLIOTT      | DONNA      | 25,862  | FORSYTHE     | FERN       | 13,886 |
| ELLIS        | BONNIE     | 31,909  | FORTMAN      | SANDRA     | 55,505 |
| ELLIS        | HEATHER    | 16,041  | FOSS         | MARILYN    | 8,665  |
| ELSASSER     | RAYLENE    | 57,860  | FOSSUM       | EILEEN     | 66,075 |
| ELSASSER     | SANDRA     | 21,024  | FRANKE       | RUBY       | 20,191 |
| EMMERSON     | CHERIE     | 10,875  | FRANZ        | NANCY      | 37,686 |
| EMPEY        | BONNIE     | 126,838 | FREDERICK    | SHANNON    | 32,398 |
| EMPEY        | CARRIE     | 24,869  | FREITAG      | ALDA       | 50,143 |
| ENGELE       | KARI       | 20,299  | FREY         | LORETTA    | 29,458 |
| ENGLISH      | CATHERINE  | 29,877  | FREY         | SHEILA     | 23,240 |
| ENS          | JOYCE      | 9,321   | FRIESEN      | MARGARET   | 65,375 |
| EPP          | MARGARET   | 32,877  | FRIESEN      | DIANE      | 63,463 |
| EPP          | BRENDA     | 4,752   | FRIESEN      | YVETTE     | 56,999 |
| EREMENKO     | CHERYL     | 12,615  | FRIESEN      | WILMA      | 36,798 |
| ERICKSON     | MARY       | 73,188  | FRIESEN      | ERIN       | 28,817 |
| ESTABROOKS   | ISABELLE   | 30,611  | FRIESEN      | LINDA      | 28,814 |
| ETTER        | SHIRLEY    | 6,108   | FRIESEN      | NETTIE     | 17,749 |
| EVENSON      | BONNIE     | 3,512   | FRIESEN      | TINA       | 10,262 |
| EWEN         | ANITA      | 89,487  | FRIESEN      | JAKE       | 3,211  |
| EWEN         | CLAYTON    | 36,407  | FRITZ        | BONNIE     | 50,026 |
| EYRE         | THERESA    | 17,069  | FRITZ        | SHEILA     | 28,238 |
| FABER        | RHONDA     | 54,619  | FRITZ        | THERESA    | 8,139  |
| FANDRICK     | BRENDA     | 4,154   | FROELICH     | CINDY      | 28,569 |
| FARAGO       | ANITA      | 48,428  | FROESE       | JULIE      | 26,696 |
| FAST         | DONALD     | 26,899  | FROHLICH     | KEN        | 43,723 |
| FAST         | BEV        | 18,026  | FROLEK       | ANN        | 16,861 |
| FAUCHON      | CECILE     | 7,206   | FROYMAN      | DEBRA      | 29,299 |
| FAUTH        | RACQUEL    | 72,298  | FULLER       | BOBBI      | 34,540 |
| FAUTH        | JAMIE      | 10,662  | FULLER       | LISA       | 23,302 |
| FEHR         | HELEN      | 72,048  | FULWILER     | JUDY       | 37,136 |
| FEHR         | MARGARET   | 63,499  | FUNK         | BONNIE     | 26,825 |
| FEHR         | ANNA       | 27,812  | FUNK         | REBEKAH    | 7,281  |
| FEHR         | MARION     | 25,507  | FUNK         | SHEILA     | 6,419  |
| FEIL         | ROXANNE    | 32,548  | FURGESON     | CHRISTINE  | 30,001 |
| FELS         | GLENDA     | 16,013  | FURMAN       | DEBBY      | 17,477 |
| FENRICH      | JANET      | 25,284  | GADER        | CAROL      | 32,090 |

# CYPRESS HEALTH REGION

Personal Services Payment Listing Fiscal 2003-04

| Last Name       | First Name | AMOUNT | Last Name    | First Name | AMOUNT |
|-----------------|------------|--------|--------------|------------|--------|
| GADER           | LOUISE     | 26,714 | GOLDADE      | SALLY      | 10,540 |
| GAJADHAR        | KAREN      | 78,268 | GOLDEN       | BARBARA    | 25,837 |
| GANS            | JOAN       | 24,892 | GOODALL      | LANA       | 14,896 |
| GARDINER        | CORALEA    | 11,169 | GORDON       | MARIANNE   | 45,985 |
| GARIES          | JOHN       | 48,147 | GORDON       | VELMA      | 31,682 |
| GARIES          | ELAINE     | 39,757 | GORDON       | VIVIAN     | 10,541 |
| GARLAND         | WENDY      | 33,045 | GOSTICK      | ANGELA     | 21,634 |
| GATES           | GLENDA     | 61,989 | GOUDY-LODOEN | LAURA      | 55,074 |
| GAVELIN         | LENNIE     | 7,740  | GOULET       | CHARLES    | 24,316 |
| GEBHART         | SHEILA     | 41,204 | GOULET       | BEVERLY    | 14,924 |
| GEBHART         | LIANN      | 25,122 | GRAFF        | DARCY      | 21,677 |
| GEBHART         | SHERRY     | 20,634 | GRAINGER     | LORI       | 18,993 |
| GEIGER          | CONNIE     | 30,088 | GRAND        | KAREN      | 47,378 |
| GEISSLER        | MARJORIE   | 31,162 | GRANT        | GREGORY    | 59,943 |
| GELOWITZ        | AUTUMN     | 8,221  | GRANT        | JANELL     | 34,196 |
| GENIK           | ELISSA     | 13,808 | GRANT        | LAURA      | 28,921 |
| GENOVES         | WILBERT    | 69,848 | GRAVES       | MARY JANE  | 30,994 |
| GENOVES         | GILMA      | 25,214 | GRAVES       | DEANNA     | 7,809  |
| GERALDOY-REMPLE | MARIA      | 2,570  | GRAY         | AMANDA     | 25,473 |
| GERARD          | YOLANDE    | 31,551 | GREEN        | STEPHANIE  | 63,638 |
| GERBRANDT       | TRACEY     | 13,067 | GREEN        | BRENDA     | 29,411 |
| GERLACH         | CORA       | 28,728 | GREEN        | BERNADETT  | 9,858  |
| GETZ            | ADELLE     | 65,934 | GREENBANK    | MARGARET   | 30,955 |
| GETZ            | CAROL ANN  | 52,909 | GREENLAY     | SHARLEEN   | 33,930 |
| GHOSH           | BULA       | 7,533  | GREENWOOD    | JACQUELIN  | 28,695 |
| GIASSON         | TAMMI      | 17,922 | GREVE        | MELODY     | 19,651 |
| GIBSON          | CORINNA    | 28,994 | GROSE        | TRENT      | 25,465 |
| GIES            | SHIRLEY    | 23,058 | GROSE        | STACEY     | 25,001 |
| GIES            | DONNA      | 5,710  | GROVES       | BRENDA     | 81,277 |
| GIESBRECHT      | DARLENE    | 35,684 | GROVES       | SHAUNA     | 3,709  |
| GIESBRECHT      | CHARLENE   | 34,226 | GRYDE        | TRINA      | 18,104 |
| GIESBRECHT      | PENNY      | 3,859  | GUEST        | WENDY      | 43,876 |
| GIESBRECHT      | BRADFORD   | 5,056  | GUEST        | SHANNON    | 5,045  |
| GILBERT         | LIANE      | 32,289 | GUNTER       | DONA       | 30,156 |
| GILBERT         | CHARLOTTE  | 28,160 | GURR         | PAIGE      | 13,426 |
| GILBERT         | LEANNE     | 18,112 | HAAS         | CAROL      | 3,246  |
| GILBERT         | SUSAN      | 3,170  | HADDEN       | PAULETTE   | 17,308 |
| GILBERTSON      | MARIEANGE  | 30,774 | HADLEY       | LUCILE     | 64,145 |
| GILBERTSON      | TONI       | 25,760 | HAGEL        | MARILYN    | 34,056 |
| GILLANDERS BELL | TARA       | 70,832 | HAGMAN       | KELLI      | 10,124 |
| GILLIES         | INES       | 21,038 | HAHN         | SHELLEY    | 26,533 |
| GILLIS          | DOROTHY    | 24,698 | HALDERMAN    | PEOTTA     | 39,008 |
| GILLIS          | JANIE      | 11,638 | HALDERMAN    | DELAINE    | 13,797 |
| GINTER          | LAURA      | 42,129 | HALL         | GLORIA     | 60,161 |
| GINTER          | DARLENE    | 2,521  | HALLIDAY     | BETTIE     | 33,212 |
| GIRODAT         | ARLEEN     | 29,270 | HALVORSON    | CINDY      | 46,993 |
| GISLASON        | ANGELA     | 4,803  | HAM          | ROSE       | 11,284 |
| GIZEN           | JUNE       | 68,544 | HAMILTON     | DONALD     | 11,813 |
| GIZEN           | COLLEEN    | 5,570  | HAMM         | BONNY      | 62,620 |
| GLOVER          | SHARRON    | 67,391 | HAMM         | KATHY      | 28,384 |
| GLYDON          | ORLA MAE   | 60,563 | HAMM         | DONNA      | 7,884  |
| GODDARD         | SUSANNE    | 52,481 | HAMMEL       | JOSEPHINE  | 10,523 |
| GODDARD         | FRAN       | 33,755 | HAMMER       | LEONA      | 24,824 |
| GODDARD         | ELIZABETH  | 6,486  | HAMMER       | LAURIE     | 14,125 |
| GOEBEL          | LAURA      | 54,050 | HAMMERSCHMID | BOBBI-JO   | 30,498 |
| GOEBEL          | PHYLLIS    | 46,737 | HAMMOND      | ALICE      | 24,199 |
| GOLD            | KARLA      | 58,876 | HANCHAR      | PHYLLIS    | 29,977 |

# CYPRESS HEALTH REGION

Personal Services Payment Listing Fiscal 2003-04

| Last Name | First Name | AMOUNT | Last Name   | First Name | AMOUNT |
|-----------|------------|--------|-------------|------------|--------|
| HANCOCK   | BRENDA     | 16,223 | HIEBERT     | CINDY      | 29,849 |
| HANNA     | KEVIN      | 48,413 | HIGSAW      | SHELLY     | 26,135 |
| HANOWSKI  | TARA       | 40,787 | HILDEBRAND  | TALITA     | 35,704 |
| HANSEN    | KAY        | 6,085  | HILDEBRAND  | MARY       | 31,902 |
| HANSON    | MARIE      | 66,821 | HILDEBRAND  | CAROLYN    | 28,289 |
| HANSON    | FERN       | 61,816 | HILDEBRANDT | MICHELLE   | 16,007 |
| HANSON    | CORINNE    | 30,659 | HILMOE      | BRENDA     | 20,772 |
| HANSON    | LEAH       | 19,229 | HILTS       | ELAINE     | 37,840 |
| HANSON    | MARCY      | 7,749  | HILTZ       | VERNA      | 18,330 |
| HARDEMENT | JUDY       | 37,407 | HITTEL      | CLARA      | 44,324 |
| HARDER    | KERRY      | 6,537  | HITTEL      | BRENDA     | 26,099 |
| HARDIE    | MAUREEN    | 10,411 | HODGINS     | GENA       | 14,663 |
| HARDING   | LINDA      | 45,751 | HODGSON     | MARYANN    | 48,489 |
| HARE      | DR. A.     | 23,152 | HOFER       | FAYE       | 39,364 |
| HARKNESS  | JUDITH     | 46,253 | HOFFARTH    | SHARON     | 58,567 |
| HARLICK   | SANDRA     | 66,196 | HOFFARTH    | TASHA      | 22,596 |
| HARRIS    | DON        | 28,135 | HOFFARTH    | LEANN      | 12,948 |
| HARRIS    | LORRIE     | 13,396 | HOFFMAN     | LANA       | 23,568 |
| HARRISON  | YOLANDA    | 48,861 | HOLDERBEIN  | SHARLENE   | 71,393 |
| HARRISON  | CHARLOTTE  | 4,446  | HOLDERBEIN  | VALERIE    | 65,752 |
| HART      | SHELLY     | 50,455 | HOLDERBEIN  | MARGARET   | 34,834 |
| HART      | LORRAINE   | 7,123  | HOLDING     | BRENDA     | 31,699 |
| HARTLEY   | VALERIE    | 18,094 | HOLENSKI    | SHELLY     | 32,836 |
| HASSETT   | BROOKE     | 5,880  | HOLIZKI     | MAUREEN    | 72,553 |
| HASTING   | TANIA      | 13,695 | HOLLIDAY    | PAULINE    | 31,912 |
| HATTUM    | TRACY      | 18,779 | HOLLIDAY    | MARION     | 17,598 |
| HAUBRICH  | LISA       | 68,989 | HOLMES      | PEGGI      | 56,613 |
| HAUBRICH  | YVONNE     | 32,117 | HOLSTEIN    | DWIGHT     | 30,231 |
| HAUBRICH  | BEATRICE   | 27,438 | HOLTBY      | FAYE       | 31,676 |
| HAUGEN    | KORI       | 52,346 | HOMENIUK    | JANICE     | 16,084 |
| HAVILAND  | DOREEN     | 17,352 | HOMME       | BONNIE     | 19,581 |
| HAWKINS   | KRISTIN    | 53,888 | HOPE        | CRYSTAL    | 56,769 |
| HAWRYLAK  | GORDON     | 33,724 | HORNE       | JEREE      | 20,640 |
| HAY       | KIM        | 7,091  | HORNUNG     | SHERRY     | 78,929 |
| HEBERT    | SYLVIA     | 36,479 | HORNUNG     | JANICE     | 26,346 |
| HEBERT    | CHRIS      | 34,270 | HORNUNG     | DONALD     | 10,372 |
| HEDSTROM  | LORI       | 21,764 | HORST       | SHELLY     | 24,733 |
| HEEBNER   | SYLVIA     | 2,906  | HORTON      | JO-ANN     | 33,926 |
| HEEG      | ORA        | 16,186 | HOSHOWSKY   | PHYLLIS    | 3,324  |
| HEEG      | RON        | 6,621  | HOUE        | IRENE      | 26,283 |
| HEGGESTAD | LYNNE      | 30,646 | HOUGH       | DONNA      | 15,953 |
| HEGGESTAD | NYLA       | 5,750  | HOVDE       | CAROL      | 23,450 |
| HEINRICHS | LORRAINE   | 37,635 | HOVDESTAD   | RENEE      | 67,064 |
| HEINRICHS | MARLENE    | 29,767 | HOWE        | CHARMAINE  | 3,313  |
| HEINRICHS | DORA       | 27,330 | HOWELL      | MARY ROSE  | 36,397 |
| HEINRICHS | LYDIA      | 27,184 | HUBERT      | VICKEY     | 26,124 |
| HEINRICHS | BRENDA     | 44,477 | HUCULAK     | JEREMY     | 29,551 |
| HEISER    | BEVERLEY   | 50,415 | HUDEC       | ASHLEY     | 11,662 |
| HENDERSON | PHILIP     | 31,701 | HUDEC       | TOBI       | 25,137 |
| HENNIG    | JENNIFER   | 54,994 | HUGHES      | ELEANOR    | 33,499 |
| HENRION   | SANDRA     | 32,515 | HUGHES      | JEANETTE   | 14,373 |
| HERBEL    | CARRIE     | 17,670 | HUGHES      | CONNIE     | 13,236 |
| HERRING   | CINDY      | 33,510 | HUHN        | BETTY      | 11,906 |
| HERTER    | MELISSA    | 42,568 | HUMPHREY    | TRINA      | 30,386 |
| HERTER    | CORINE     | 29,740 | HUMPHREY    | JEFF       | 9,583  |
| HERTER    | LINDA      | 16,314 | HUMPHREY    | CURTIS     | 4,094  |
| HIBRAIM   | DR. L.     | 53,958 | HUMPHREY    | SHELLEY    | 2,953  |

**CYPRESS HEALTH REGION**  
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| Last Name      | First Name | AMOUNT | Last Name        | First Name | AMOUNT  |
|----------------|------------|--------|------------------|------------|---------|
| HUMPHRIES      | DWAYNE     | 4,873  | KEHLER           | ERLENE     | 38,120  |
| HUNDT          | SANDRA     | 26,508 | KEHOE            | ERICA      | 2,666   |
| HUNTER         | CHRISS     | 61,316 | KENDALL          | JOSCELYN   | 6,634   |
| HUNTER         | TIMOTHY    | 51,431 | KENDRICK         | GAIL       | 17,468  |
| HUNTER         | JACQUELIN  | 35,728 | KERR             | PATRICIA   | 32,157  |
| HUNTER         | LANA       | 33,476 | KERRIDGE         | LORRAINE   | 66,797  |
| HUNTERWAGNER   | CHRISTINA  | 28,453 | KERRIDGE         | TERESA     | 9,247   |
| HURL           | LYNN       | 30,939 | KESSY            | CONNIE     | 36,396  |
| HUXTED-DUMONT  | TAMMY      | 8,797  | KESSY            | PAULINE    | 34,788  |
| HYATT HIEBERT  | RACHEL     | 45,963 | KHONJE           | DR. T.     | 81,815  |
| HYSWICK        | ADELINE    | 29,029 | KILMER           | RUTH       | 11,090  |
| ILLERBRUN      | GLORIA     | 52,909 | KIMBER           | WENDY      | 63,012  |
| ILLERBRUN      | PATRICIA   | 45,623 | KIMBER           | GEORGINA   | 9,560   |
| ILLERBRUN      | CHARLENE   | 16,013 | KING             | ROBERT     | 54,606  |
| JACKSON        | SHARI      | 32,045 | KING             | LOUISE     | 33,060  |
| JACKSTEIT      | TAMMY      | 23,248 | KING             | LENORA     | 32,740  |
| JAHNKE         | ELAINE     | 64,188 | KING             | LINDA      | 20,885  |
| JAMES          | TERRY LEE  | 30,875 | KING MUNT        | KIMBERLEY  | 14,162  |
| JAMIESON       | GAYLE      | 30,850 | KIRBY            | SUZANNE    | 15,687  |
| JAMIESON       | CATHERINE  | 30,455 | KIRBY-MAY        | AMANDA     | 18,329  |
| JANIS          | PENNY      | 26,566 | KIRK             | MICHELLE   | 46,933  |
| JANKE          | LINDA      | 24,909 | KIRK             | NADINE     | 29,598  |
| JANS           | LAURA      | 6,003  | KIRKPATRICK      | NICOLE     | 12,762  |
| JANZEN         | DARLENE    | 30,846 | KLAASSEN         | DONNA      | 43,957  |
| JANZEN         | LORNA      | 14,616 | KLAASSEN         | TODD       | 43,313  |
| JANZEN         | EDITH      | 8,392  | KLASSEN          | TERRY      | 70,842  |
| JARLIGO REIMER | KENNET     | 19,546 | KLASSEN          | DONNA      | 35,825  |
| JARRETT        | JOY        | 44,675 | KLASSEN          | DEBRA      | 30,023  |
| JASTER         | LORELEI    | 6,251  | KLASSEN          | JUDITH     | 29,149  |
| JENSEN         | JULIE      | 36,824 | KLASSEN          | PAULINE    | 16,730  |
| JENSEN         | STACEY     | 11,906 | KLASSEN          | PAM        | 15,924  |
| JERKOVITS      | SANDOR     | 8,962  | KLEIN            | PATRICIA   | 41,152  |
| JOHNSON        | V. DALE    | 41,783 | KLINK            | BONNIE     | 17,207  |
| JOHNSON        | WAYNE      | 32,448 | KLIPPERT         | MAUREEN    | 18,851  |
| JOHNSON        | NORMA      | 32,061 | KLUZAK           | KEVIN      | 18,888  |
| JOHNSON        | LAURIE     | 31,379 | KNAKOSKE         | SUSAN      | 40,456  |
| JOHNSON        | DEBBIE     | 31,341 | KNIGHT           | JUDITH     | 29,454  |
| JOHNSON        | ANDREW     | 24,844 | KNITTEL          | ROXANNE    | 18,828  |
| JOHNSON        | GERALDINE  | 21,330 | KNOSS            | JACKY      | 29,490  |
| JOHNSON        | JUDY       | 20,525 | KNOWLTON BRODZIA | SHELLY     | 49,371  |
| JOHNSON        | RONALD     | 11,795 | KNOX             | CATHERINE  | 55,781  |
| JOHNSTON       | JOSEPHINE  | 50,914 | KNOX             | RICKELE    | 3,230   |
| JOHNSTON       | STACEY     | 35,614 | KNUTTLA          | IRENE      | 30,432  |
| JOHNSTON       | WANDA      | 30,859 | KOCH             | BARBARA    | 14,597  |
| JOHNSTON       | JUDITH     | 27,558 | KOCH             | TERRILYNN  | 4,045   |
| JOHNSTON       | DARREN     | 14,262 | KOCHAN           | BRENDA     | 59,192  |
| JOHNSTON       | CORALYN    | 7,846  | KOELLMEL         | HEATHER    | 54,797  |
| JONES          | TRACEY     | 53,914 | KOETHLER         | PHILIP     | 32,621  |
| JONES          | YVONNE     | 31,614 | KOETHLER         | MICHELE    | 28,985  |
| JONES          | LINDA      | 30,251 | KOETHLER         | EILEEN     | 28,777  |
| JUSTASON       | MARK       | 50,105 | KOHL             | FAY        | 11,582  |
| KALINOWSKI     | DAWN       | 69,221 | KOHL             | DOREEN     | 60,473  |
| KAPROWSKI      | PAMELA     | 10,840 | KOBAIR           | DR. S.     | 189,018 |
| KARG           | LISA       | 20,600 | KORCHYNSKI       | RHONDA     | 24,714  |
| KASSETT        | DR.S.      | 55,675 | KORSBERG         | MERLYNE    | 24,102  |
| KEAYS          | MARILYN    | 36,902 | KOSI             | IRENE      | 36,516  |
| KEHLER         | ROXANNE    | 46,492 | KOSLOFSKI        | ROSALIND   | 32,400  |

**CYPRESS HEALTH REGION**  
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| Last Name  | First Name | AMOUNT | Last Name     | First Name | AMOUNT  |
|------------|------------|--------|---------------|------------|---------|
| KOWATCH    | CINDY      | 42,070 | LEMAY         | MERLE      | 30,489  |
| KOZ        | MARIELLE   | 34,901 | LENDRUM       | CONNIE     | 27,934  |
| KRAEMER    | THERESA    | 32,007 | LENUIK        | PHYLLIS    | 26,174  |
| KRAHN      | ELAINE     | 54,744 | LESTER        | PAT        | 35,063  |
| KRAHN      | LINDA      | 35,883 | LESTER        | JACQUELIN  | 10,835  |
| KRAHN      | JANELLE    | 3,002  | LETKEMAN      | LANA       | 20,172  |
| KRAMER     | CONNIE     | 59,211 | LEVORSON      | DENISE     | 25,256  |
| KRAMER     | CARLA      | 52,574 | LEWIS         | VIVIAN     | 28,109  |
| KRAUSE     | DONNA      | 26,564 | LEWIS         | DARLENE    | 27,770  |
| KRAUSE     | KELLY      | 19,329 | LEWIS         | BRUCE      | 4,382   |
| KRAWAY     | EVELYN     | 31,030 | L'HEUREUX     | JOAN       | 9,335   |
| KREIN      | LOREEN     | 22,003 | LILLIE        | CHAROLETT  | 41,044  |
| KREIN      | TRINA      | 10,587 | LINDER        | LOIS       | 41,710  |
| KRESS      | JACKIE     | 7,144  | LINDER        | NICOLE     | 7,630   |
| KROEKER    | OLGA       | 30,574 | LINDER        | MELODY     | 4,846   |
| KRUSE      | KIM        | 51,662 | LINDSAY       | BARBARA    | 41,058  |
| KUEBLER    | SANDRA     | 29,459 | LINDSAY       | MARGARET   | 35,799  |
| KUHLMANN   | HEATHER    | 31,924 | LINDSAY       | MELROSE    | 31,961  |
| KULFERST   | GARY       | 33,920 | LINDSAY       | LINCOLN    | 6,110   |
| KULFERST   | LINDA      | 26,505 | LINES         | ALEXIS     | 35,708  |
| KULFERST   | LEAHA      | 11,734 | LIS           | ROSE       | 71,516  |
| KUNTZ      | LORALEI    | 19,776 | LJUNGGREN     | BERYL      | 31,591  |
| KUPCZYNSKI | GARETT     | 9,639  | LLOYD         | DONNA      | 8,250   |
| KURNEY     | CHRISTI    | 26,509 | LOMENDA       | JANICE     | 16,406  |
| KURTZ      | EVELYN     | 8,719  | LONGPRE       | MAGGIE     | 27,535  |
| KURTZ      | YVONNE     | 8,158  | LONGTIN       | DARLENE    | 31,305  |
| KUTSCHALL  | LOUISE     | 32,300 | LOTHAMMER     | HEATHER    | 34,414  |
| LAFONTAINE | ANGELA     | 57,788 | LOW           | CAROL      | 32,961  |
| LAFRENIERE | DENNIS     | 45,274 | LOWE          | RICKY      | 64,585  |
| LAIDLAW    | KAREN      | 38,767 | LOWE          | MICHELLE   | 5,589   |
| LAIRD      | MERCY      | 54,409 | LOWENBERGER   | ANITA      | 29,510  |
| LAKIN      | JACQUELIN  | 27,671 | LUCAS-SIMPSON | MARLETTE   | 45,975  |
| LAMONTAGNE | GLORIA     | 60,247 | LUCHENSKI     | BARBARA    | 62,198  |
| LAMONTAGNE | ESTHER     | 14,784 | LUCHENSKI     | SHELLY     | 56,075  |
| LAMONTAGNE | KIMBERLY   | 14,640 | LUEPKE        | MARIA      | 30,829  |
| LAMOTTE    | RENEE      | 67,157 | LUNDBERG      | LYNN       | 68,504  |
| LANG       | DEBORAH    | 31,642 | LYND          | MARIE      | 28,210  |
| LANG       | CAROLINE   | 15,183 | LYON          | MORAG      | 59,790  |
| LANGENDOEN | TAMMY      | 5,777  | MAC LEAN      | GLADYS     | 14,924  |
| LANGER     | WENDY      | 14,685 | MACARTHUR     | ALLAN      | 11,933  |
| LANNIGAN   | LUCY       | 2,795  | MACDONALD     | CATHIE     | 14,668  |
| LAROSE     | WANDA      | 21,150 | MACDONALD     | COLEEN     | 13,791  |
| LASALLE    | JEANINE    | 32,657 | MACHAN        | BRENDA     | 22,387  |
| LASANTE    | EVELYN     | 28,380 | MACKAY        | ELEANOR    | 43,936  |
| LAWRENCE   | GISELE     | 32,341 | MACKAY        | JOAN       | 30,495  |
| LAWRENCE   | DONNA      | 4,596  | MACLEOD       | JANE       | 62,230  |
| LAYBOLT    | HELEN      | 18,783 | MACLEOD       | DAVID      | 36,562  |
| LAYBOURNE  | JEANETTE   | 12,833 | MACRAE        | RONALD     | 15,840  |
| LEBEL      | CLAUDETTE  | 31,730 | MACWILLIAM    | KAREN      | 20,740  |
| LEBRUNO    | BEVERLEY   | 40,178 | MAFFENBEIER   | RUTH       | 53,267  |
| LECUYER    | DANETTE    | 78,875 | MAGNUSSON     | LINDA      | 30,594  |
| LEE        | DORI       | 65,084 | MAH           | BERNADETT  | 38,326  |
| LEE        | MISTY      | 27,787 | MAH           | CHERI      | 4,715   |
| LEGER      | CECILE     | 31,299 | MAHAFFEY      | SANDRA     | 47,285  |
| LEIDING    | HELENA     | 39,311 | MAHARAJ       | DR. J.     | 101,935 |
| LEIFSON    | PAMELA     | 31,696 | MAINES        | LINDA      | 29,812  |
| LEISLE     | LAURA      | 28,174 | MAJOR         | BONITA     | 31,424  |

**CYPRESS HEALTH REGION**  
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| Last Name        | First Name | AMOUNT  | Last Name     | First Name | AMOUNT  |
|------------------|------------|---------|---------------|------------|---------|
| MALASKY          | PATRICIA   | 40,815  | MEYERS        | ERIN       | 4,696   |
| MALLECK          | DR. N.     | 64,227  | MICHELL       | DONNA      | 28,589  |
| MALONE           | WANDA      | 33,279  | MILLAR        | MIKKI      | 56,631  |
| MALONEY          | DONNA      | 33,799  | MILLAR        | THERESA    | 9,179   |
| MARAJ            | DR. V.     | 189,018 | MILLER        | JUDITH     | 40,031  |
| MARSHALL         | BERNICE    | 21,569  | MILLER        | BRENDA     | 35,410  |
| MARSHALL         | MELISSA    | 14,412  | MILLER        | TINA       | 28,660  |
| MARTENS          | BRENDA     | 28,591  | MILLER        | CATHERINE  | 8,038   |
| MARTENS          | TANYA      | 18,369  | MILLER        | TRINA      | 3,527   |
| MARTENS          | PAMELA     | 11,980  | MIRKA         | CHRISTINE  | 77,848  |
| MARTIN           | BRYCE      | 73,978  | MITCHELL      | MARY       | 33,910  |
| MARTIN           | RHONDA     | 31,178  | MITCHELL      | SHIRLEY    | 17,235  |
| MARTIN           | BRENDA     | 23,363  | MOBERG        | TERRI      | 61,200  |
| MARTIN           | AMANDA     | 8,870   | MOBERG        | HEATHER    | 9,878   |
| MARTIN           | JULIA      | 3,222   | MOBERG        | SHERRY     | 6,186   |
| MARTIN           | HOLLY      | 3,030   | MOEN          | ALICE      | 48,092  |
| MASCHEK          | BETTYANNE  | 28,557  | MOEN          | NANCY      | 8,771   |
| MASON            | TAMMY      | 48,599  | MOHAGEN       | YVONNE     | 57,909  |
| MASTEL           | WOLANA     | 25,503  | MOHAGEN       | GLENNA     | 20,932  |
| MASTEL           | KEITH      | 7,864   | MOIR          | LINDA      | 37,228  |
| MATTHEWS         | ERICA      | 47,788  | MOIR          | MARY       | 32,177  |
| MATTICE          | JUSTINA    | 10,806  | MOLLERUD      | DARCI      | 45,857  |
| MATTUS           | DONNA      | 14,172  | MONETTE       | HOLLY      | 20,720  |
| MCBLAIN          | MARLENE    | 4,900   | MONK          | JOAN       | 34,726  |
| MCCAIG           | JANET      | 82,096  | MONTGOMERY    | CHARLOTTE  | 11,583  |
| MCCLARE          | MAUREEN    | 31,971  | MOOLA         | DR. D.     | 526,195 |
| MCCLELLAND       | BRENDA     | 30,635  | MOORE         | JUDY       | 25,962  |
| MCCONNELL        | MIKE       | 43,015  | MOORHEAD      | WENDY      | 31,613  |
| MCCRIE           | TAMMY      | 27,455  | MOORHEAD      | BRENDA     | 30,176  |
| MCCUAIG          | CAROLINE   | 73,291  | MOORHEAD      | MELODY     | 26,109  |
| MCCUAIG          | MILA       | 46,960  | MOORHEAD      | LAUREL     | 11,280  |
| MCCUAIG          | BONNIE     | 8,911   | MORCK         | EUNICE     | 54,015  |
| MCDONNELL        | JENNIFER   | 11,711  | MOREY         | CINDY      | 29,614  |
| MCDUGALD         | COLLEEN    | 10,357  | MORSTAD       | MAUREEN    | 64,085  |
| MCFADYEN         | LINDA      | 27,774  | MOSER         | LORENE     | 44,593  |
| MCGILLIVARY      | DARLA      | 12,269  | MOSER         | LILY ANNE  | 39,175  |
| MCKENZIE         | MICHELLE   | 10,930  | MOSS          | THOMAS     | 41,572  |
| MCKINNON         | MILTON     | 66,693  | MUDRY LAUTSCH | MARILYN    | 58,295  |
| MCLEAN           | NIKKI      | 10,922  | MUHLE         | JAN        | 4,011   |
| MCLEOD           | MAXINE     | 35,177  | MULATZ        | SHEILA     | 82,714  |
| MCLEOD           | MARLENE    | 31,738  | MULATZ        | CONNIE     | 3,609   |
| MCMILLAN         | DOROTHY    | 52,759  | MULLENIX      | JOANIE     | 3,129   |
| MCMILLAN         | LEANNE     | 33,285  | MUMBY         | DEBRA      | 32,768  |
| MCPHERSON        | SUSAN      | 30,962  | MUNROE        | ROBIN      | 63,117  |
| MCWILLIAM-CHRIST | FRAN       | 39,619  | MURDOCH       | JENIFER    | 15,465  |
| MEINERT          | RANA       | 44,875  | MURPHY        | BONNIE     | 7,388   |
| MEINERT          | BETTY      | 28,766  | MURRAY        | MARGARET   | 39,359  |
| MEISLITZER       | VERNA      | 30,377  | MURRAY        | LOU-ELLEN  | 32,318  |
| MELLOR           | MARLA MAY  | 7,063   | MUZYKA        | ANGELA     | 41,071  |
| MERRETT          | BEVERLY    | 11,469  | MYERS         | CATHLEEN   | 51,664  |
| MESSINGER        | DOREEN     | 29,443  | MYERS         | DOREEN     | 9,064   |
| MESSMER          | VELMA      | 30,874  | MYTHING       | DEBBI      | 27,560  |
| MEYER            | HOLLY      | 71,364  | NAGEL         | NANCY      | 44,733  |
| MEYER            | ERLA       | 55,616  | NAGEL         | DELORES    | 33,165  |
| MEYER            | JUDITH     | 29,825  | NAGEL         | CHERYL     | 32,073  |
| MEYER            | LLOYD      | 7,962   | NASH          | JOCELYN    | 7,494   |
| MEYERS           | LYNN       | 63,620  | NEIBRANDT     | SHARON     | 32,825  |

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| Last Name   | First Name | AMOUNT | Last Name        | First Name | AMOUNT  |
|-------------|------------|--------|------------------|------------|---------|
| NEITZ       | ANDREA     | 31,828 | ORTMAN           | JOAN       | 67,386  |
| NELSON      | LORIANNE   | 32,027 | OSCAR            | DIANA      | 32,197  |
| NELSON      | SYLVIA     | 29,249 | OSTRANDER        | PHYLLIS    | 37,286  |
| NELSON      | CINDY      | 27,118 | OTTESEN          | PATRICIA   | 46,649  |
| NELSON      | LOUISE     | 22,233 | PACKARD          | MARLENE    | 9,508   |
| NELSON      | CRAIG      | 7,228  | PAIN             | ELVINA     | 7,203   |
| NELSON-WALL | RICHELE    | 11,763 | PALMER           | DIANE      | 12,047  |
| NEUFELD     | YVONNE     | 29,714 | PANTAZOPOULOS    | DR. G.     | 318,297 |
| NEUSTAETER  | WESLEY     | 40,167 | PAPROSKI         | JODY       | 58,233  |
| NEVARD      | M. FERN    | 81,251 | PARADIS          | MARION     | 10,543  |
| NEW         | JENNIFER   | 20,204 | PARK             | KEITH      | 50,382  |
| NEWHOUSE    | MARY       | 29,858 | PARK             | VERNA      | 29,382  |
| NEWMAN      | WENDY      | 22,847 | PARK             | LYNE       | 17,011  |
| NEWTON      | CHRISTINE  | 12,237 | PARK             | JOANNE     | 9,782   |
| NICHOLSON   | SUSAN      | 67,092 | PARKER           | LEA        | 23,313  |
| NICHOLSON   | LAURA      | 49,626 | PATERSON         | HARRIET    | 44,668  |
| NICHOLSON   | JENNIFER   | 16,348 | PAUL             | GLORIA     | 41,838  |
| NICOLL      | LORNA      | 30,663 | PAUL             | SANDRA     | 39,730  |
| NICOLSON    | KERRI      | 29,222 | PAUL             | LEONA      | 39,243  |
| NIKOLEYCHUK | DONNA      | 27,929 | PAUL             | GWEN       | 33,375  |
| NIXON       | JOAN       | 29,692 | PAUL             | DIANA      | 30,593  |
| NOBLE       | LINDA      | 9,353  | PAUL             | IRENE      | 28,414  |
| NOGUE       | LEAH       | 31,900 | PAUL             | BRADLEY    | 5,372   |
| NOGUE       | ADRIENNE   | 17,868 | PAULSON          | LORNA      | 73,731  |
| NORDGULEN   | TERRY      | 39,778 | PAVELY           | TAMI       | 61,265  |
| NORTON      | FAITH      | 46,174 | PAVLOVIC         | GLORIA     | 30,667  |
| NYSTROM     | ANGELINE   | 32,541 | PEACOCK          | KELLY      | 17,686  |
| OBOROWSKY   | HELENE     | 30,814 | PEDERSON         | VERNA      | 66,818  |
| OBOROWSKY   | KATHLEEN   | 28,003 | PELLETIER        | JEANINNE   | 31,068  |
| ODERMATT    | LESLEY     | 3,633  | PENNER           | MARY JEAN  | 59,219  |
| OGLE        | KIMBERLEY  | 25,824 | PENNER           | CAROLYN    | 35,546  |
| OGLOFF      | DARCIE     | 43,418 | PENNER           | KATHY      | 21,213  |
| OLDHAVER    | MARION     | 15,508 | PERRAULT         | FRANCOIS   | 42,678  |
| OLENIC      | MAUREEN    | 29,062 | PERRAULTSTREETER | LISE       | 78,423  |
| OLFERT      | KATHY      | 66,192 | PERREAULT        | GENE       | 22,652  |
| OLFERT      | PEGGY      | 56,985 | PERRIN           | GRANT      | 44,986  |
| OLFERT      | VICTORIA   | 50,268 | PERRIN           | CYNTHIA    | 33,448  |
| OLFERT      | MICHELLE   | 35,141 | PESKLEWAY        | MELANIE    | 27,870  |
| OLFERT      | GLORIA     | 26,243 | PETERS           | ELEANOR    | 62,494  |
| OLFERT      | KRISTA     | 3,655  | PETERS           | EUNICE     | 47,289  |
| OLMSTED     | PATRICIA   | 44,797 | PETERS           | JUNONE     | 36,239  |
| OLSGARD     | LINDA      | 46,029 | PETERS           | HILDA      | 26,867  |
| OLSGARD     | KATHRYN    | 42,453 | PETERS           | DONNA      | 3,023   |
| OLSON       | PATRICIA   | 79,978 | PETERSEN         | JANE       | 18,481  |
| OLSON       | KIRSTEN    | 57,430 | PETERSON         | JOYCE      | 22,346  |
| OLSON       | ANGELA     | 52,613 | PETERSON         | CHERYL     | 3,760   |
| OLSON       | KRISTA     | 49,268 | PETKAU           | MARSHA     | 34,306  |
| OLSON       | STEPHEN    | 33,035 | PHILIP           | CYNTHIA    | 64,965  |
| OLSON       | VICTORIA   | 27,123 | PHILLIPS         | GEORGINA   | 31,455  |
| OLSON       | LANETTE    | 20,896 | PIERCE           | JOYCE      | 9,460   |
| OMAN        | LORI       | 17,652 | PILKEY           | LAURIE     | 61,757  |
| OMLAND      | SANDRA     | 7,038  | PLATT            | DONNA      | 6,882   |
| ONRAET      | CARMEN     | 21,447 | PLATZKE          | JANICE     | 30,920  |
| OPSAI       | JULIE      | 12,472 | PLATZKE          | CHELSEA    | 3,862   |
| ORR         | DAWN       | 31,253 | PLEWIS           | LORRIE     | 41,817  |
| ORR         | COLIN      | 3,836  | POETTCKER        | EMMELINE   | 21,212  |
| ORSAK       | JENNIFER   | 19,212 | POFF             | SHANNON    | 34,061  |

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| Last Name       | First Name | AMOUNT | Last Name    | First Name | AMOUNT  |
|-----------------|------------|--------|--------------|------------|---------|
| POH             | CHERYL     | 20,195 | RIZVI        | DR. S.     | 174,945 |
| POIRIER         | IRENE      | 4,248  | ROBERTSON    | MARILYN    | 20,383  |
| POLLOCK         | ELAINE     | 31,256 | ROBERTSON    | SHARON     | 5,634   |
| POLLOCK SLETTEN | MAXINE     | 7,738  | ROBINS       | LINDA      | 41,597  |
| POLSFUT         | JUDY       | 25,707 | RODE         | GAIL       | 25,671  |
| POMMIER         | KAREN      | 30,699 | ROGAL        | GLORIA     | 46,845  |
| POMMIER         | SYLVIA     | 30,574 | ROHRICH      | DONNA      | 32,900  |
| POMMIER         | DIANA      | 20,365 | ROTT         | GLENYS     | 6,437   |
| POMPU           | THERESA    | 53,389 | ROUSE        | DONNA      | 26,306  |
| POWELL          | FAY        | 36,818 | ROWLEY       | LYNETTE    | 37,752  |
| POWELL          | YVONNE     | 19,500 | ROY          | SUSAN      | 26,107  |
| PRAIRIE CHICKEN | ROZALYN    | 17,636 | RUDD         | KENNETH    | 52,050  |
| PRIBYL          | BLANDA     | 22,715 | RUEST        | TRACY      | 31,677  |
| PRINTZ          | EDITH      | 2,605  | RUETZ        | ALAN       | 74,294  |
| PRITCHARD       | LORI       | 60,040 | RUETZ        | CATHERINE  | 57,374  |
| PULLEN          | KATHY      | 24,358 | RUETZ        | JOE-ANN    | 35,586  |
| PURVES          | TAMMY      | 61,807 | RUETZ        | MELISSA    | 33,291  |
| QUENNELL        | MONA       | 32,489 | RUNCIE       | ELLEN      | 67,533  |
| QUENNELL        | IRENE      | 26,456 | RUSCHKOWSKI  | JOY        | 45,405  |
| QUINTIN         | CONNIE     | 19,602 | RUSSELL      | MARJORIE   | 19,178  |
| RADER           | DIANE      | 15,115 | RYAN         | ELIZABETH  | 45,820  |
| RADTKE          | JUDITH     | 27,588 | SABADOS      | CHANDRA    | 4,279   |
| RAMSAY          | MARVA      | 59,728 | SALBERG      | CHARLYNNE  | 17,086  |
| RAPLEY          | PATRICIA   | 3,637  | SALMON       | DONALDA    | 30,462  |
| RATH            | KARON      | 26,713 | SAMETZ       | KAREN      | 9,250   |
| RAYMOND         | SIGNE      | 63,588 | SARGENT      | MARILYN    | 75,255  |
| REDDEKOPP       | TENA       | 28,812 | SARTISON     | CATHERINE  | 39,728  |
| REDDEKOPP       | JUDY       | 18,532 | SATTER       | BETTY      | 35,879  |
| REDEKOP         | DAN        | 31,842 | SAUDER       | LYN        | 65,249  |
| REDEKOP         | LAURIE     | 22,340 | SAUDER       | DEBBIE     | 23,117  |
| REDEKOP         | WESLEY     | 4,482  | SAUDER       | KIMBERLY   | 19,773  |
| REDEKOPP        | LENA       | 52,765 | SAUDER       | BARBARA    | 15,880  |
| REDEKOPP        | AILEEN     | 21,486 | SAWATSKY     | MARJORIE   | 16,086  |
| REGIER          | TRENTON    | 64,118 | SAWATSKY     | DOUGLAS    | 5,407   |
| REICH           | KARI       | 9,444  | SAWBY        | PAULINE    | 29,576  |
| REID            | LYNN       | 38,354 | SCANSEN      | DOLORES    | 32,322  |
| REIL            | JOANN      | 54,610 | SCHAFER      | EARLENE    | 27,734  |
| REIMCHE         | KAREN      | 3,178  | SCHAFER      | DELVINA    | 27,246  |
| REIMER          | KAREN      | 31,500 | SCHAPANSKY   | ELAINE     | 21,978  |
| REIMER          | LISA       | 29,386 | SCHATKOSKI   | NORA       | 31,412  |
| REIMER          | GAYLYNNE   | 8,738  | SCELLENBERG  | VIVIAN     | 50,974  |
| REINBOLT        | BARBY      | 50,668 | SCHERGER     | KATHY      | 50,534  |
| REINHART        | TERRIE     | 32,781 | SCHERGER     | DOREEN     | 31,371  |
| REMPEL          | MAUREEN    | 60,285 | SCHERMERHORN | HEATHER    | 28,378  |
| REMPEL          | MARGARETE  | 56,180 | SCHICK       | MARY KATH  | 11,610  |
| RENWICK         | MARY K     | 61,786 | SCHICK MYHR  | NATJA      | 37,239  |
| RETZLAFF        | HELEN      | 24,963 | SCHILLINGER  | HELEN      | 29,780  |
| RICE            | JODY       | 60,327 | SCHLAMP      | MARY       | 34,512  |
| RICHARDSON      | CHRISTINA  | 51,214 | SCHLICHTING  | SHIRLEY    | 30,252  |
| RICHARDSON      | DIANA      | 30,940 | SCHMALTZ     | JEANNINE   | 41,700  |
| RIEDER          | FRANCES    | 28,383 | SCHMALTZ     | JOANNE     | 26,350  |
| RIES            | VIOLET     | 18,383 | SCHMIDT      | JOSEPHINE  | 20,193  |
| RINDAHL         | JENNIFER   | 38,280 | SCHMITT      | DIANE      | 12,168  |
| RISSLING        | JACKIE     | 31,389 | SCHMUNK      | DONNA      | 9,364   |
| RISSLING        | PAMELA     | 10,171 | SCHNEIDER    | LISA       | 64,655  |
| RITCHIE         | TONI       | 36,741 | SCHNEIDER    | SHELLEY    | 62,410  |
| RIITINGER       | DARLENE    | 11,454 | SCHUETT      | LAUREL     | 21,671  |

# CYPRESS HEALTH REGION

Personal Services Payment Listing Fiscal 2003-04

| Last Name     | First Name | AMOUNT  | Last Name   | First Name | AMOUNT |
|---------------|------------|---------|-------------|------------|--------|
| SCHULER       | LINDA      | 5,690   | SONEN       | CYNTHIA    | 33,281 |
| SCHULTZ       | SANDRA     | 32,004  | SONSTEBY    | LOUISE     | 35,010 |
| SCHULTZ       | SYLVIA     | 31,891  | SOPHA       | EILEEN     | 32,316 |
| SCHULTZ       | JANET      | 29,025  | SORENSEN    | KATHLEEN   | 32,333 |
| SCHULTZ       | TWILA      | 26,845  | SOURWINE    | TAMARA     | 10,095 |
| SCHULTZ       | MARY       | 9,537   | SOUTHWOOD   | FAY        | 31,267 |
| SCHULTZ       | WARREN     | 7,554   | SPANIER     | CARLA      | 62,428 |
| SCHULZE       | JANINE     | 31,395  | SPENCE      | TWYLA      | 51,757 |
| SCHWAN        | BRENDA     | 92,175  | SPELRLING   | KENNETH    | 26,866 |
| SCHWARTZ      | DALE       | 55,560  | SPETZ       | DENISE     | 29,614 |
| SCHWARTZ      | DONNA      | 14,233  | SPETZ       | TWYLA      | 27,825 |
| SCOTT         | JOHN       | 47,534  | SPRINGER    | LOUISE     | 10,268 |
| SCOTT         | LYDA       | 45,101  | SQUIRE      | NATASHA    | 10,277 |
| SCOTT         | WILLIAM    | 33,835  | STAPPLER    | KATHLEEN   | 20,174 |
| SCOTT         | CAROL      | 20,171  | STEARNS     | LINDA      | 28,588 |
| SCRIVEN       | SHANNON    | 55,368  | STEEN       | PATTIE     | 17,621 |
| SEBO          | DELORES    | 32,704  | STEINKEY    | BONNY      | 29,422 |
| SECORD        | AAREN      | 19,184  | STEINLEY    | ELIZABETH  | 14,125 |
| SELENSKI      | DONNA      | 57,542  | STEINLEY    | CINDY      | 3,865  |
| SELVIG        | LAURIE     | 32,177  | STENGLER    | MARILYN    | 27,425 |
| SHAPAN        | DR. M.     | 235,402 | STENSTROM   | OSCAR      | 44,227 |
| SHARMA        | DR. P. B.  | 320,204 | STEVENSON   | DANIEL     | 59,344 |
| SHAW          | LEANNA     | 63,703  | STEVENSON   | KAREN      | 36,282 |
| SHAW          | BONNIE     | 58,430  | STEVENSON   | JILL       | 35,904 |
| SHEA          | TONIE      | 33,096  | STEWART     | RAELENE    | 44,549 |
| SHELDON       | NETHIE     | 19,288  | STICKLE     | SHERRIE    | 25,483 |
| SHERVEN       | SHARON     | 2,956   | STIMSON     | MARIE      | 41,618 |
| SHILPA        | DR. M.     | 30,000  | STIMSON     | MARLENE    | 26,101 |
| SHRUMM        | VALERIE    | 12,990  | STOCK       | NORMA      | 28,269 |
| SIGURDSON     | ESTHER     | 66,564  | STOCK       | TRACY      | 27,636 |
| SILLIKER      | JENNIFER   | 5,184   | STOLHANDSKE | BRENNAN    | 24,188 |
| SILZER        | KELLY      | 8,290   | STOLSON     | VALERIE    | 40,918 |
| SILZER        | RICK       | 6,034   | STOLSON     | SUSAN      | 36,331 |
| SIMMONS       | BEVERLEY   | 21,862  | STRICKER    | ROSALYN    | 32,688 |
| SIMMONS       | GAIL       | 6,227   | STUMBORG    | DELLA      | 2,566  |
| SIMONEAU      | CONNIE     | 9,794   | STUSRUD     | KAREN      | 57,682 |
| SINGBEIL      | PAULINE    | 5,762   | SUAREZ      | ROSEL      | 35,097 |
| SINGH         | LORETTA    | 53,419  | SUMMACH     | MARY JOY   | 21,606 |
| SITTER        | DANA       | 13,921  | SUNDE       | RONALD     | 25,012 |
| SKELTON       | MARG       | 70,090  | SUNDQUIST   | PAULA      | 11,650 |
| SLABIK        | NORMA      | 29,186  | SURYAVANSHI | DR. R.     | 45,000 |
| SMALL         | SHANNON    | 39,970  | SUTTON      | CAROL      | 17,279 |
| SMART         | LYNNE      | 31,008  | SWANSON     | DIANE      | 30,525 |
| SMEBY         | EDNA       | 3,120   | SWITZER     | SELENE     | 16,009 |
| SMITH         | SHIRLEY    | 30,439  | TARDIF      | MARY       | 41,014 |
| SMITH         | TAMMY      | 19,795  | TAYLOR      | BRENDA     | 56,789 |
| SMITH         | SHANNON    | 15,808  | TAYLOR      | LYNDA      | 32,835 |
| SMITH         | GERALD     | 15,225  | TEGELBERG   | BRENDA     | 32,709 |
| SMITH KLASSEN | ALISON     | 49,725  | TEICHROEB   | ROSE       | 32,209 |
| SMOUT         | ALICE      | 26,045  | TERNES      | LYNETTE    | 17,270 |
| SMOUT         | BRIAN      | 22,653  | TETRAULT    | GAIL       | 10,099 |
| SMUK          | CONNIE     | 54,689  | THEISE      | EVELYN     | 30,125 |
| SMUK          | GREGORY    | 52,360  | THERRIEN    | JANICE     | 61,948 |
| SMUK          | LINDA      | 22,671  | THERRIEN    | JOANNE     | 31,050 |
| SOLBERG       | LORI       | 29,194  | THERRIEN    | MICHELLE   | 26,515 |
| SOMMER        | LELAND     | 3,905   | THIBAUT     | ADELE      | 31,497 |
| SONDROL       | DIANNE     | 29,241  | THIBAUT     | ALMA       | 5,696  |

# CYPRESS HEALTH REGION

Personal Services Payment Listing Fiscal 2003-04

| Last Name   | First Name | AMOUNT | Last Name  | First Name | AMOUNT  |
|-------------|------------|--------|------------|------------|---------|
| THIESSEN    | LOUELLA    | 25,681 | WALKER     | MYRNA      | 12,119  |
| THINGELSTAD | ELIZABETH  | 29,389 | WALL       | CARMEN     | 37,913  |
| THOMPSON    | KATHARINE  | 56,994 | WALL       | AUDREY     | 33,076  |
| THOMPSON    | TAMMY      | 32,380 | WALL       | MARGARET   | 28,509  |
| THOMPSON    | MARCELLA   | 29,210 | WALL       | JOAN       | 9,228   |
| THOMPSON    | DOREEN     | 28,587 | WALLACE    | PAULETTE   | 50,396  |
| THOMSEN     | MARIE      | 23,774 | WALLISER   | LINDA      | 64,704  |
| THORBURN    | TARA       | 4,889  | WAND       | BEATRICE   | 32,151  |
| THORNE      | BRIAN      | 22,604 | WARD       | TREVOR     | 31,256  |
| TILLIER     | DEBBIE     | 45,806 | WARDER     | BRENDA     | 67,738  |
| TIMBRELL    | SUSAN      | 36,366 | WARKENTIN  | SIGRID     | 60,164  |
| TODAS       | THELMA     | 33,021 | WASKO      | JUDY       | 30,314  |
| TODD        | TAMMY      | 22,587 | WATSON     | MARSHA     | 16,751  |
| TONEY       | CATHY      | 45,709 | WATSON     | ANN        | 16,554  |
| TONNIES     | ALANA      | 20,340 | WATSON     | DIANNE     | 6,015   |
| TOPHAM      | MARGARET   | 10,030 | WATTS      | LEANNE     | 55,440  |
| TOPOROSKI   | JUDITH     | 27,919 | WEBBER     | RHONDA     | 32,548  |
| TOURIGNY    | KRISTA L   | 22,357 | WEBER      | KEN        | 53,817  |
| TRAPP       | TRACEY     | 17,892 | WEBER      | RHODA      | 17,924  |
| TRAUTWEIN   | JOYCE      | 39,743 | WEBSTER    | DEBORAH    | 40,595  |
| TRAUTWEIN   | PATTI      | 34,143 | WEDHORN    | GLENICE    | 43,396  |
| TRAUTWEIN   | DANIEL     | 31,867 | WEINBERGER | GLENDA     | 33,364  |
| TRAUTWEIN   | KARA       | 6,199  | WEIS       | LLOYD      | 12,965  |
| TRAUTWEIN   | RACHELLE   | 4,782  | WEISS      | DEBBIE     | 7,685   |
| TREEN       | JACQUALIN  | 2,565  | WEISS      | JUNE       | 5,462   |
| TRUDEAU     | GERMAINE   | 32,689 | WELLS      | CAROL JOA  | 93,541  |
| TRYTTEN     | DIANNE     | 12,161 | WELLS      | CAROL ANN  | 32,251  |
| TUCHSCHERER | LAURA      | 21,209 | WELLSCH    | JULIE      | 26,775  |
| TUMBACK     | COLLEEN    | 24,235 | WELSH      | LAURA      | 53,521  |
| TURNER      | BERT       | 46,260 | WELSH      | LINDA      | 22,835  |
| TURNER      | SANDRA     | 29,338 | WENARCHUK  | TERRY      | 38,634  |
| TURTON      | KAREN      | 35,645 | WENDLAND   | LINDA      | 33,080  |
| TWIST       | ANNE       | 40,473 | WENGEL     | SHIRLEY    | 33,554  |
| TYNNING     | JANICE     | 37,887 | WENZEL     | COLETTE    | 62,296  |
| UDAL        | SUZANNE    | 4,368  | WENZEL     | COLLEEN    | 38,904  |
| UECKERT     | GRACE      | 23,898 | WENZEL     | DARLENE    | 24,705  |
| UNDSETH     | ERICA      | 33,590 | WENZEL     | KELLY      | 6,310   |
| UNGER       | DEBORAH    | 16,375 | WESTGARD   | DEBBIE     | 31,611  |
| VACHON      | ELISABETH  | 92,418 | WHARTON    | DR. T.     | 187,302 |
| VALLEE      | SUSAN      | 71,134 | WHITE      | LAURA      | 62,122  |
| VANCE       | NICOLE     | 24,184 | WHITE      | MARLENE    | 17,713  |
| VANDERSTEEN | ALINE      | 58,726 | WICKS      | WYONNE     | 9,590   |
| VASSEUR     | JHALENE    | 26,702 | WICKSTROM  | JANET      | 33,047  |
| VASSEUR     | LORETTA    | 12,175 | WICKSTROM  | LOUISE     | 27,986  |
| VAZQUEZ     | DR. V.     | 45,000 | WIDDIFIELD | BRADLEY    | 22,655  |
| VERMA       | DR. S. K.  | 22,675 | WIEBE      | GLENDA     | 66,584  |
| VILLENEUVE  | HOLLY      | 15,624 | WIEBE      | SHIRLEY    | 41,043  |
| VOLD        | MARGORIE   | 5,694  | WIEBE      | MARION     | 39,996  |
| VOTH        | ANETA      | 10,984 | WIEBE      | TRACY      | 38,907  |
| WAGNER      | DONNA      | 30,534 | WIEBE      | SHARI      | 35,408  |
| WAGNER      | JANICE     | 27,691 | WIEBE      | CONSUELLA  | 31,219  |
| WAGNER      | WENDY      | 26,684 | WIEBE      | SHELLEY    | 29,132  |
| WAGNER      | MARIANNE   | 16,235 | WIEBE      | NORMA      | 28,446  |
| WAGNER      | CLAY       | 15,938 | WIEBE      | LIANA      | 9,365   |
| WAKELAM     | FREDA      | 23,489 | WIEBE      | SHARON     | 9,215   |
| WALKER      | MERLE      | 51,348 | WIEBE      | KIMBERLEY  | 5,888   |
| WALKER      | ARLENE     | 29,416 | WIENS      | KAREN      | 76,847  |

# CYPRESS HEALTH REGION

Personal Services Payment Listing Fiscal 2003-04

| Last Name           | First Name | AMOUNT               | Last Name | First Name | AMOUNT |
|---------------------|------------|----------------------|-----------|------------|--------|
| WIENS               | ESTHER     | 33,472               |           |            |        |
| WIENS               | ELLEN      | 29,261               |           |            |        |
| WIENS               | LEONA      | 24,483               |           |            |        |
| WIENS               | DEBBIE     | 17,980               |           |            |        |
| WIG                 | LAURIE     | 42,066               |           |            |        |
| WIG                 | BRITTA     | 3,372                |           |            |        |
| WILDE               | PHYLLIS    | 21,333               |           |            |        |
| WILKINS             | LEVINA     | 31,275               |           |            |        |
| WILKINS             | NADINE     | 15,304               |           |            |        |
| WILL                | ANDREW     | 127,804              |           |            |        |
| WILLIAMS            | KARRI      | 18,286               |           |            |        |
| WILLIAMSON          | CATHY      | 16,501               |           |            |        |
| WILLMAN             | PEGGY      | 28,265               |           |            |        |
| WILLMAN-JOHNSTON    | RHONDA     | 11,189               |           |            |        |
| WILLS               | SHIRLEY    | 32,086               |           |            |        |
| WILLS               | SHEILA     | 31,590               |           |            |        |
| WILMS               | ILA        | 66,273               |           |            |        |
| WILSON              | GAYLE      | 61,339               |           |            |        |
| WILSON              | PATRICIA   | 46,900               |           |            |        |
| WILSON              | LORELEI    | 31,304               |           |            |        |
| WILSON              | WENDY      | 13,823               |           |            |        |
| WINGENBACH          | RITA       | 26,544               |           |            |        |
| WINQUIST            | BARB       | 24,757               |           |            |        |
| WINTER              | DARLENE    | 6,529                |           |            |        |
| WIRSCH              | SHIRLEY    | 19,570               |           |            |        |
| WOELK               | VALERIE    | 69,009               |           |            |        |
| WONG                | AUDRA      | 37,120               |           |            |        |
| WOODS               | MARYANN    | 44,995               |           |            |        |
| WOOFF               | DARLENE    | 33,343               |           |            |        |
| WOTHERSPOON         | DONNA      | 54,739               |           |            |        |
| WOTHERSPOON         | GAIL       | 23,724               |           |            |        |
| WOTHERSPOON         | BARBARA    | 3,537                |           |            |        |
| WOZNY SIEMENS       | GLADYS     | 24,323               |           |            |        |
| WRIGHT              | PATRICIA   | 15,492               |           |            |        |
| WRIGHT              | LEANNE     | 7,593                |           |            |        |
| WUNSCH              | CAROL      | 30,190               |           |            |        |
| YATES               | TERESA     | 31,072               |           |            |        |
| YESKE               | SHARON     | 61,101               |           |            |        |
| YOUNG               | SHERRY     | 31,927               |           |            |        |
| ZACHARIAS           | CAROLYNN   | 46,471               |           |            |        |
| ZACHARIAS           | CHERYL     | 30,353               |           |            |        |
| ZACHARIAS           | BARBARA    | 18,539               |           |            |        |
| ZANIDEAN            | DARLA      | 24,546               |           |            |        |
| ZENTNER             | DARLENE    | 24,049               |           |            |        |
| ZIEGLER             | SUSAN      | 24,975               |           |            |        |
| ZINGER              | JACQUI     | 28,309               |           |            |        |
| ZULT                | PATRICIA   | 20,581               |           |            |        |
| Others under \$2500 |            | 164,522              |           |            |        |
| <b>Total Paid</b>   |            | <b>\$ 50,409,595</b> |           |            |        |

## CYPRESS HEALTH REGION

Transfer List Fiscal 2003-04

| <u>Vendor Name</u>                             | <u>AMOUNT</u>       |
|------------------------------------------------|---------------------|
| Herbert Nursing Home Inc.                      | \$ 1,506,749        |
| Foyer St. Joseph Nursing Home                  | 973,939             |
| Dr. Noble Irwin Regional Healthcare Foundation | 519,940             |
| Swift Current & Dist Ambulance                 | 496,244             |
| Ponteix Ambulance                              | 120,468             |
| Canadian Mental Health                         | 118,141             |
| McKerracher Services                           | 88,323              |
| Gull Lake Ambulance                            | 72,252              |
| Frontier Ambulance                             | 60,038              |
| Val Marie Ambulance                            | 57,800              |
| <b>Total Transfers</b>                         | <b>\$ 4,013,893</b> |

# CYPRESS HEALTH REGION

Supplier Payee List Fiscal 2003-04

| Vendor Name                       | AMOUNT     | Vendor Name                         | AMOUNT               |
|-----------------------------------|------------|-------------------------------------|----------------------|
| Abbott Labs                       | \$ 240,217 | Office Outfitters                   | \$ 63,497            |
| ACMI                              | 30,358     | PAR Consultants                     | 51,591               |
| Alcon Canada Ltd                  | 191,484    | Pentax Canada                       | 27,215               |
| Alask Fire Equipment Ltd.         | 28,071     | Phillips Medical Systems            | 95,632               |
| Arjo Canada                       | 37,493     | Pioneer Co-op                       | 37,418               |
| Bard Canada Inc                   | 33,793     | Praxair/Medigas                     | 29,002               |
| Baxter Corp.                      | 36,199     | Prepared Media Laboratory           | 28,430               |
| Bayer Inc                         | 112,216    | Primary Directions Consulting       | 37,756               |
| Beckman Coulter                   | 163,782    | Public Employees Pension Plan       | 120,603              |
| BHM /Medi-Man                     | 32,617     | Quality Life Services Inc           | 224,455              |
| Biomerieux                        | 20,749     | Receiver General                    | 13,054,397           |
| Bunzl Canada                      | 107,460    | Regina Qu'Appelle Health Region     | 33,477               |
| Can Corps of Commissionaires      | 22,336     | Regina Qu'Appelle Health Region     | 41,958               |
| Canada Bread                      | 26,548     | Revenue Canada                      | 26,459               |
| Canadian Waste Services Inc       | 26,344     | SAHO                                | 77,555               |
| CEG Energy Options Inc            | 154,032    | SAHO - Dental                       | 452,592              |
| Chinook Refrigeration             | 25,598     | SAHO - DIP                          | 921,048              |
| City of Swift Current             | 490,096    | SAHO - Enhanced Health Plan Total   | 768,252              |
| CNA Specialty Services            | 76,862     | SAHO - Pension                      | 3,553,318            |
| Coca-Cola Bottling Ltd            | 21,925     | Sanitec Solutions Inc               | 20,030               |
| Centrio Consulting Services Inc   | 89,890     | Sask Property & Management          | 812,246              |
| Country Club Dist.                | 58,480     | Sask Workers Comp Board             | 1,302,283            |
| CPDN                              | 386,431    | Saskatoon Health District           | 30,155               |
| Dade Diagnostics Corp.            | 46,187     | SaskEnergy                          | 507,167              |
| Dairyland                         | 108,252    | SaskPower                           | 333,040              |
| Danka Canada Inc - Calgary        | 48,280     | SaskTel CMR                         | 412,056              |
| Datex Ohmedia (Canada)            | 24,518     | SCHAAN Healthcare Products          | 401,171              |
| Double T Computer Services        | 119,844    | SEIU                                | 400,068              |
| Dunmac General Contractors        | 21,290     | Shaunavon Co-op                     | 26,269               |
| Dynamed Health Care               | 68,146     | Shaunavon Credit Union              | 45,435               |
| Ecolab Ltd.                       | 57,549     | Somagen Diagnostics Inc.            | 51,850               |
| Fisher Scientific Ltd.            | 43,569     | Source Medical                      | 373,599              |
| Fresenius Medical Care            | 28,209     | Southwest Booster                   | 28,410               |
| Frontier Agencies                 | 189,948    | SRNA                                | 90,503               |
| G. E. Medical Systems             | 183,074    | Stantec Architecture Ltd            | 147,864              |
| Gambro Ltd                        | 26,007     | Stark & Marsh                       | 31,856               |
| GE VFS Canada Limited Partner     | 35,440     | Steris Canada Ltd.                  | 77,605               |
| Grand & Toy                       | 79,599     | Stryker Canada Inc.                 | 39,140               |
| Great West Life - Group Life      | 235,215    | SUN                                 | 182,931              |
| Hill-Rom Canada                   | 108,598    | SYSCO SERCA Foodservices - West Inc | 659,567              |
| Home Hardware                     | 29,842     | Tkachuk, Brian                      | 20,924               |
| HSAS                              | 54,467     | Treens Packers Ltd.                 | 59,897               |
| Instrumentation Lab               | 21,434     | Tyco/Autosuture                     | 105,125              |
| Johnson & Johnson Clinical        | 261,538    | TYCO/Kendall                        | 24,153               |
| Johnson & Johnson Medical         | 73,288     | Unisource Canada Inc.               | 49,392               |
| K C I - Medical                   | 25,403     | United Paving                       | 21,234               |
| Karl Storz Endoscopy Canada       | 22,873     | VistaCare Television Services       | 45,980               |
| Koun's Market Ltd.                | 25,023     | Vitalaire - Gases                   | 54,408               |
| Kramer Ltd                        | 35,126     | Vitality Foodservice                | 47,689               |
| Linvatec                          | 37,624     | VWR Canlab                          | 28,372               |
| London Life Insurance             | 32,835     | Others - under \$20,000             | 2,801,269            |
| London Life RRSP                  | 21,250     |                                     |                      |
| Maritime Life Assurance Co        | 30,000     |                                     |                      |
| Mastercard                        | 105,254    | <b>Total Vendor Payments</b>        | <b>\$ 34,185,657</b> |
| Mathew & Company Ltd.             | 32,086     |                                     |                      |
| McKesson Canada                   | 154,429    |                                     |                      |
| Medicine Hat Wholesale Foods Ltd. | 146,625    |                                     |                      |
| Medtec Marketing Ltd.             | 160,865    |                                     |                      |
| Melhoff Electric (77) LTD.        | 89,043     |                                     |                      |
| Minister of Finance               | 40,973     |                                     |                      |
| Momentum Software Corporation     | 63,245     |                                     |                      |
| Nimbus Water of Canada            | 27,433     |                                     |                      |